

MAY 15, 1939



TWENTY CENTS

Sales Management



What Can We Do To Make the Board of Directors System More Effective?



Trade Barriers Between the States: A Menace to Profitable Marketing



Why Sales of Golden Guernsey Premium Milk Are Showing Steady Gains



What Kind of Sales Manager Does a Salesman Want? By Harry Simmons



Marketing Pictographs — Advertising Campaigns — Scratch-Pad — Tips

THE MAGAZINE OF MODERN MARKETING



Meet
Col. Frank Knox
LEGIONNAIRE

Assigned to Staff, 78th Division, August 1917 . . . Served overseas with 153d Artillery Brigade, 78th Division . . . Soldier in two wars . . . Counselor and friend of Presidents . . . Now successful editor and publisher of the great newspaper, The Chicago Daily News . . . *Regular reader of THE AMERICAN LEGION MAGAZINE . . .* in short—Meet Frank Knox, American!

Now—Meet the American Legion!—one million more Americans and their families . . . Associated together in 11,458 Legion Posts—11,458 Centers of Influence—supporting but one ideal—*Americanism!*

One million men, more than 95% (921,305) of whom are gainfully employed *now!* Earning 2½ Billion Dollars annually. Legionnaire average annual income is \$2,545 against the National average of \$1,244. That makes the "Legionplus" 104.6%.

Legionnaires are at the Age of Peak Earning and Peak Purchasing Power. That's why they have "Legionplus" over average in:

	<i>Legionnaire</i>	<i>National</i>	<i>Average</i>	<i>Legionplus</i>
Home Ownership	54.03% (523,044)	46.8%	7.23%	
Automobile Ownership	80.22 (776,579)	71.0	9.22	
Radio Ownership	91.8 (888,681)	81.7	10.1	
Mechanical Refrigeration	62.7 (607,653)	41.6	21.17	

There's "Legionplus" in the ownership of Oil Burners, Vacuum Cleaners, and Washing Machines, too.

And there's a magazine that Legionnaire families all read from cover to cover . . . The American Legion Magazine. Because it is Legionnaire-owned, published and edited. Because it deals with those affairs these up-to-date Americans want to read about. And because its standing in the publishing field is such that 24 American Legion Magazine articles have been reprinted by Reader's Digest.

For increased sales of *your* product, buy advertising space in The American Legion Magazine now. Use *your* advertisements as *your* fuse to explode 2½ Billion Dollars Worth of

LEGION POWER

The American
LEGION
MAGAZINE

9 ROCKEFELLER PLAZA, NEW YORK CITY



COMPLETE FACTS ABOUT LEGIONPOWER NOW AVAILABLE IN ROSS FEDERAL RESEARCH REPORT,
MAY 31, 1938. WRITE TO FRED L. MAGUIRE, ADVERTISING DIRECTOR, FOR A COPY.





The magazine situation in a -

More than half of all America's food sales are made in just 25* big-city markets.

THIS WEEK MAGAZINE covers these markets as thoroughly as the next 4 national weeklies combined; or the top 4 women's magazines combined.



*San Francisco becomes THIS WEEK's 25th big-city market on September 3rd, 1939



Smelts Are Running!—for Their Lives

Flicker and flare of flambeaux! Frenzied fishermen! Vociferous visitors! Have you ever smelt a smelt? Smelts smell like fresh cucumbers, if you want to believe Wisconsin's press agent. Wisconsin kicked off its annual publicity campaign, selling the state of out-of-doorsmen, with the annual run of *Osmerus Mordax*, the east coast saltwater fish that, transplanted, has all but taken upper Lake Michigan.

Every Spring, people come from 15 states around to scoop him out of the rivers, especially the Menominee, by bucketfuls and barrels. He runs only at night. Mamma smelt lays about 30,000 eggs. Apparently all become fish. Some years ago when salmon were planted in these waters as an experiment smelt were also planted to give them their natural food. The salmon vanished. Maybe the smelt ate them up.

The smelt, however, multiplied like the national debt. Men, women and children scoop them up in nets, bird cages, scoop shovels and sieves. The villages elect smelt queens. They're small fish, lithe and lean, and some swallow them whole—like college boys devouring goldfish!

The annual smelt carnival is the press agent's delight. It makes the newspapers like Hitler. And how it focuses the attention of fishermen on the glories of Wisconsin's waters! They've got it down now to the point where regular news bulletins are issued on the smelt run. One of the bulletins inspired this. Yes, that's salesmanship.

If you want your smelt without wet feet, you can buy 'em cheap. Boys peddle them, riverside, as low as 25 cents a bushel. A dozen dunked in hot fat are delicious.

Not Most Colossal

Gargantuan World's Fairs are being zing-boomed, but Los Angeles has its own peculiar claim to fame: One of the world's smallest industrial expositions, which has been running every year since 1928.

In that year the city had attracted several thousand factories, most of them small. They were so new that few realized they had set up shop. A purchasing agent might be buying products elsewhere that were turned out right around the corner. A squawk about neglecting home industry ascended. Whereupon Art Baker, secretary of the Purchasing Agents' Association, proclaimed, "Let's give these manufacturers a chance to show us their stuff."

Annually from then on the p.a.'s invite manufacturers to bring midget exhibitions of their products to a banquet room where a lunch and dinner are held. Displays are carried by hand, not over 50 pounds in weight, and limited to a space five by three feet.

Each exhibitor pays \$15 for space, which includes two lunches and dinners, brings his stuff in his car, with somebody to help answer questions. Before lunch everything is in place on tables arranged in a line so guests can walk along and see the new

wares, materials, services. Everybody looks, and then goes in to eat.

At night there is another inspection; buyers and sales managers get to know one another; new sources of supply are located. At both lunch and dinner there are speakers, chosen to bring fresh ideas and inspiration.

What is displayed in 15 square feet? Anything and everything. Castings, forgings, lubricants, cleaning compounds, office equipment, machine tools and parts. Where the product is bulky it is often shown by photographs and diagrams. The man standing beside it—who is often the manufacturer himself—has all the answers on his tongue-tip.

Conventions and business shows are valuable, yet they do take time. The quickie convention and show can be covered in a stroll and scheduled on the meal-time hour. Guests waste no working time, and exhibitors have to arrive only a half hour before to arrange displays. Afterwards, they fold their exhibits quickly. Since Los Angeles originated the idea it's been adopted by business organizations of San Francisco, Seattle, Chicago, Detroit, Philadelphia, and Boston. Once tried, it's never been abandoned. It works too well.

Going to the Dogs?

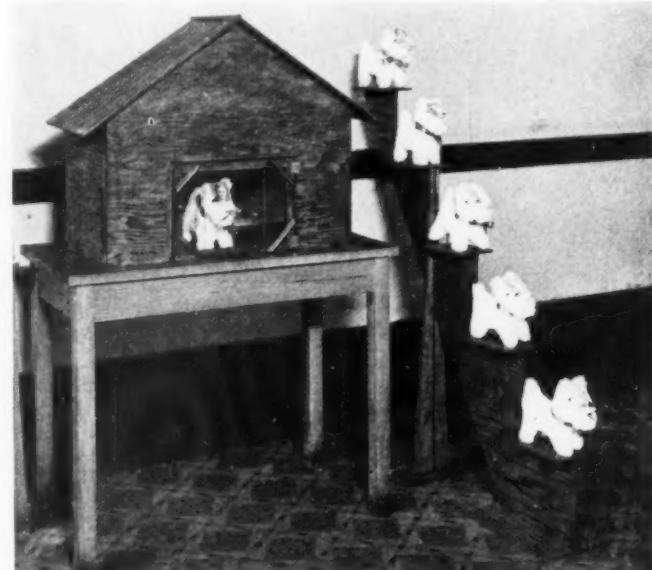
The Romans had a phrase for it, *persona non grata*, but American language calls it more pungently "in the dog house." Desire to keep out of that canine cabin is acting as a sharp prod to salesmen of two Kansas City companies.

The accompanying picture was taken in the office of C. C. Lamb, Missouri manager of United Securities Co. His salesmen see the kennel every day, and have it brought to their particular attention at Saturday sales meetings.

"We don't put each low producer in our dog house," he explains. "Only the team captains. Captain of the week's low-score team goes inside the kennel, or rather his picture does, pasted to a Sealyham's muzzle. Stairsteps just outside hold dogs with similar photographs in the order of team standings for the week.

"Response of our men has been wholehearted. Use of the gag in a Spring contest made it one of the most productive periods in months."

Cecil Vaughan, sales manager of the Myra Deane Co., also feeds his men figurative bones and dog biscuits. With his firm, however, the Rover residence is a drawing reproduced at the bottom



Better (but not much!) than the dog house is the bottom step.

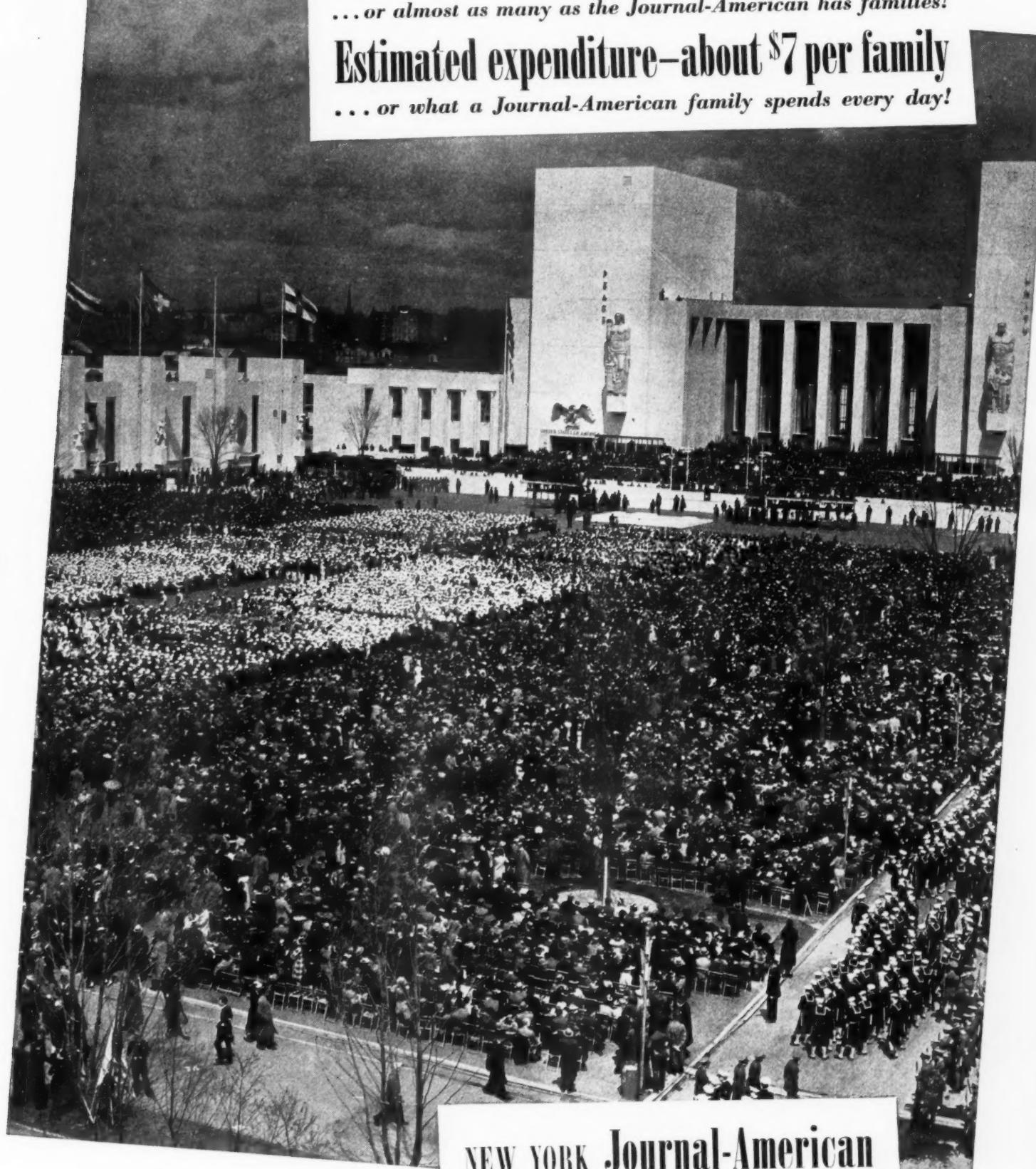
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Opening Day—605,000 paying customers

...or almost as many as the Journal-American has families!

Estimated expenditure—about \$7 per family

...or what a Journal-American family spends every day!



NEW YORK Journal-American

...Nationally represented by

RODNEY E. BOONE ORGANIZATION

with Offices in New York • Chicago • Detroit • Pittsburgh

Philadelphia • Boston • Rochester • Baltimore • Atlanta

San Francisco • Los Angeles • Seattle

MAY 15, 1939



● The American family—is a phrase that connotes the backbone of a great nation, for the average American family is the greatest purchasing agent the world has ever known.

The American father aspires to a home, a family car, insurance, investments—security. Mother wants her electrical conveniences of modern housekeeping, her "grade A" market products, smart clothes, and minor luxuries. Children require education, food, clothing, and an opportunity for recreational enjoyment.

One of the great trading areas for the American family is the Mid-South territory, covered by the South's greatest newspaper—The Commercial Appeal—a newspaper designed especially for the entire family. It has been a *partner in progress* with the family, as well as with industry and commerce, since its beginning 100 years ago. Its influence extends over 68 counties in four states—Arkansas, Mississippi, Tennessee, and Missouri.

The father of this American family in the Mid-South territory obtains his income from various activities. He is farmer, merchant, manufacturer, distributor. He operates his business in the 17th market in the United States, and trades with a population larger than that in any one of 27 other states.

Yes, Mr. and Mrs. Average American Family are a great purchasing power, and The Commercial Appeal is the distinctive family newspaper which can carry YOUR product into their home. Besides, it is the only medium in this great market which really gives—

2-WAY SELLING ACTION

- 1 The Commercial Appeal sells the consumer by its established reader interest.
- 2 The Commercial Appeal sells the dealer by its vast trade paper influence.

THE COMMERCIAL APPEAL

A Scripps-Howard Newspaper
National Representative—THE BRANHAM CO.
"More Than A Newspaper—An Institution"

of weekly sales standings. The five lowest representatives out of all Myra Deane offices are thus hounded each week.

Only one fact can save them from the bow-wows: Securing 80% of quota. If they fall below that figure, or fail to get in their reports by Wednesday, they know they are pretty sure to be on the inside looking out. They really put their backs into efforts to avoid this Fate Worse Than Death. We have employed the dog house stunt for four years, and its novelty and potency show no sign of wearing off."

Talking Tape

Greeting cards that talk in a still, small voice—but nevertheless a real voice—have set the greeting card industry to buzzing in the last year. They are new, and boy, are they selling!

A piece of flat metal tape about two feet long and an eighth of an inch wide does the trick. Messages are recorded on the tape in hill and dale type of transcription. The tape is attached to the greeting card by a metal clip. Grasping the card in one hand and placing a metal ring on the thumb, the recipient then draws the ringed thumb along the tape, producing surprisingly accurate voice reproductions.

If desired, a finger- or thumbnail can be used instead of the metal ring, though the latter gives louder results. The card acts as a diaphragm to amplify the vibrations which are converted into sound waves. Cards are about four inches square and come, wrapped in cellophane, with mailing envelope, talking tape, ring, and instruction sheet.

Charles Schwartz, a San Francisco inventor, worked out the dingus after joshing with some friends who are sound recording engineers. A gift package tied with tape that bore the printed name of an advertiser, lay before him. "I can make that tape talk," said Mr. Schwartz confidently. Two days later he was back with his perfected method.

White & Wyckoff Manufacturing Co., Holyoke, Mass., maker of greeting cards and stationery, wasted no time obtaining exclusive rights to the invention as soon as word of it wafted across the continent. About a year ago the first cards went on sale.

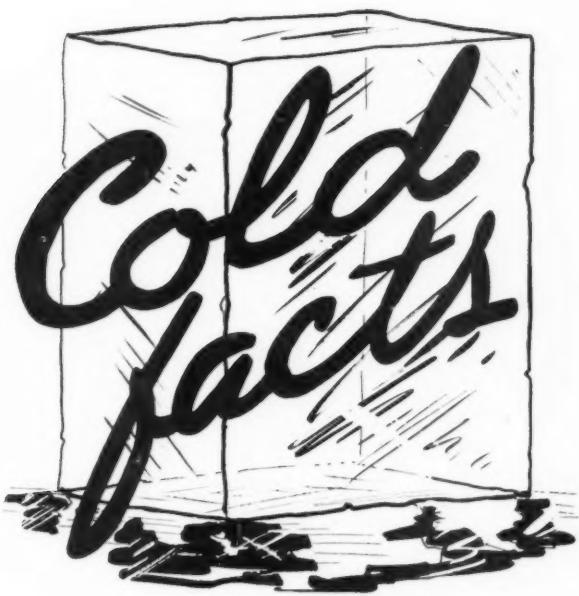
Customers stepped on each other's toes to pay 15 cents for talking cards, in a market flooded with nickel and dime silent cards. The stampede was akin to that in Hollywood when sound pictures arrived. W & W has added thousands of dealers, sold car-loads of cards, according to A. H. Sampson, sales promotion director.

One of the currently popular cards pictures Charlie McCarthy. The tape leading from his lips peeps "Hello, sweetheart" when properly scraped. Other tape-cards say "Happy birthday," "Hi, there, Dad," for Father's Day; "Having a swell time," for vacation greetings; and so forth. Cards are available for Easter, April Fool's Day, and almost every occasion.

Advertising for the patented cards has appeared in such trade journals as *Gift and Art Buyer*, *Modern Stationer*, *Telegraph Delivery Spirit*, and *Florists Telegraph Delivery News*.

Besides bushels of demands from dealers for greeting cards, White & Wyckoff has a three-foot stack of letters from advertisers asking permission to use the cards to convey their ad messages. To date the company has granted only a few of these requests, turning down orders for some 2,000,000 cards. There were two reasons for declining. Company officers were so busy with the regular routine of greeting cards that they didn't have time to consider the advertising field. Secondly, they felt that too many advertising cards would rub off the novelty and hurt sales in department stores, gift shops, stationers, etc.

However, *Newsweek* was allowed to use a talking tape to say "Watch *Newsweek*" with an accompanying printed message reciting the magazine's lineage and advertising gains. Studebaker autos, too, sent spoken greetings. Hordes of other top-notch companies and agencies are still waiting for their talking tape permits. W & W and Inventor Schwartz have a bell-ringer—a cash register bell.



—that assure
GREATER
SELLING
OPPORTUNITES

IN KENTUCKIANA . . .



Louisville's per-family income was \$3,074 in 1938, which ranks it among the highest for cities of her class.



Bank Clearings:

First Quarter, 1939.....	\$438,858,548
First Quarter, 1938.....	409,602,985
GAIN for Quarter.....	\$ 29,255,563



Debits to Individual Accounts:

First Quarter, 1939.....	\$358,833,772
First Quarter, 1938.....	340,602,498
GAIN for Quarter.....	\$ 18,231,274

Industrial Employment in Louisville during the First Quarter of 1939 exceeded the First Quarter of 1938 by .5%.

*The Rich Kentuckiana Market Can Be Reached and Sold
At ONE Low Cost!*

— Covering it is as simple as A, B, C, through —

**The Courier-Journal
THE LOUISVILLE TIMES**

REPRESENTED NATIONALLY by the BRANHAM COMPANY
MAY 15, 1939

Sales Management

VOL. XLIV. NO. 11

MAY 15, 1939

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Notes from the Managing Editor's Desk

Save plenty of reading time for this issue of SALES MANAGEMENT. The editors think it carries an exceptionally interesting and helpful selection of editorial features.

We especially call your attention to the article by Philip Salisbury, executive editor, on trade barriers between the states. The trend in the direction of more and more legislation which penalizes out-of-state companies and increases the cost of distribution is one which sales executives are going to have to fight tooth and nail. When you read the list of "horrible examples" on page 25, you'll gain an appreciation of how far this movement has already gone.

* * *

Recommended for chairmen, presidents and general managers is the article of John Allen Murphy on making boards of directors more effective. The poorly balanced board loaded with "deadheads" is nothing but a liability to business. Mr. Murphy's contention is that every important phase of a business should be represented on the board by directors who *really direct*.

* * *

Coming June 1: A 1939 special editorial feature, "Zip for the Sales Convention: A Portfolio of Smash-Hit Ideas."

* * *

Still another reminder: The National Federation of Sales Executives meets June 5, 6 and 7 in Philadelphia.

A. R. HAHN

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WITH MEN WHO KNOW TOBACCO BEST-
It's Luckies 2 to 1

"Buy Lines" FOR '39

SUNKIST ORANGES
Always BETTER... ALL WAYS
Pabst GETS THE CALL!
ARMOURS
MEAT'S THE MAINSTAY!
Better Say Kotex -
Better for You
SCHENLEY'S
"LIGHT IS RIGHT"
VICTOR RECORDS
The Music you Want
When you Want it!

Lord & Thomas advertising

There are Lord & Thomas offices in New York . . . Chicago . . . Los Angeles
San Francisco . . . Hollywood . . . Dayton . . . Toronto . . . Montreal . . . Paris . . . London

FRIGIDAIRE'S
World's First "Cold-Wall" Refrigerator

SUNKIST
LEMONS bring out the FLAVOR

NEW YORK CENTRAL
THE WATER LEVEL ROUTE...
YOU CAN SLEEP

Watch them Sell for Lord & Thomas Advertisers

They're off! Lord & Thomas advertisers have released their Central Selling Ideas for 1939. Watch them wing across the printed page and over the air. They'll keep going till they register indelibly on the buying mind of America.

Note the many new ideas among them. For months these ideas germinated in the offices of Lord & Thomas and its clients. They came to birth amid travail and struggle. Thousands of words went into their making. Dozens of reports, conferences preceded them.

Boiled down to simple powerful clarity, these "buy lines" sum up the basic appeals for their products. Don't confuse them with mere slogans. They key the entire advertising program and form the spear head around which organizations will march to the sales battles of the year.

Selling ideas like these sum up the *difference* in your product and your business. They lift you out of the crowd . . . give your advertising distinctive personality. Too much advertising today follows some set "pattern" or formula for getting the reader's attention. This tends to reduce advertising to monotonous similarity. It is easy to forget that the public remembers *differences*—not similarities.

Finding these differences and expressing them in selling "buy lines"—clothing them with drama, news, excitement—making them *sing*—is the unerring way to success in advertising today.

It is the Lord & Thomas way.

Mickey Mouse – Visibility is what counts!



Copr. 1939, Walt Disney Productions
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COMIC WEEKLY

OF THE HEARST SUNDAY NEWSPAPERS

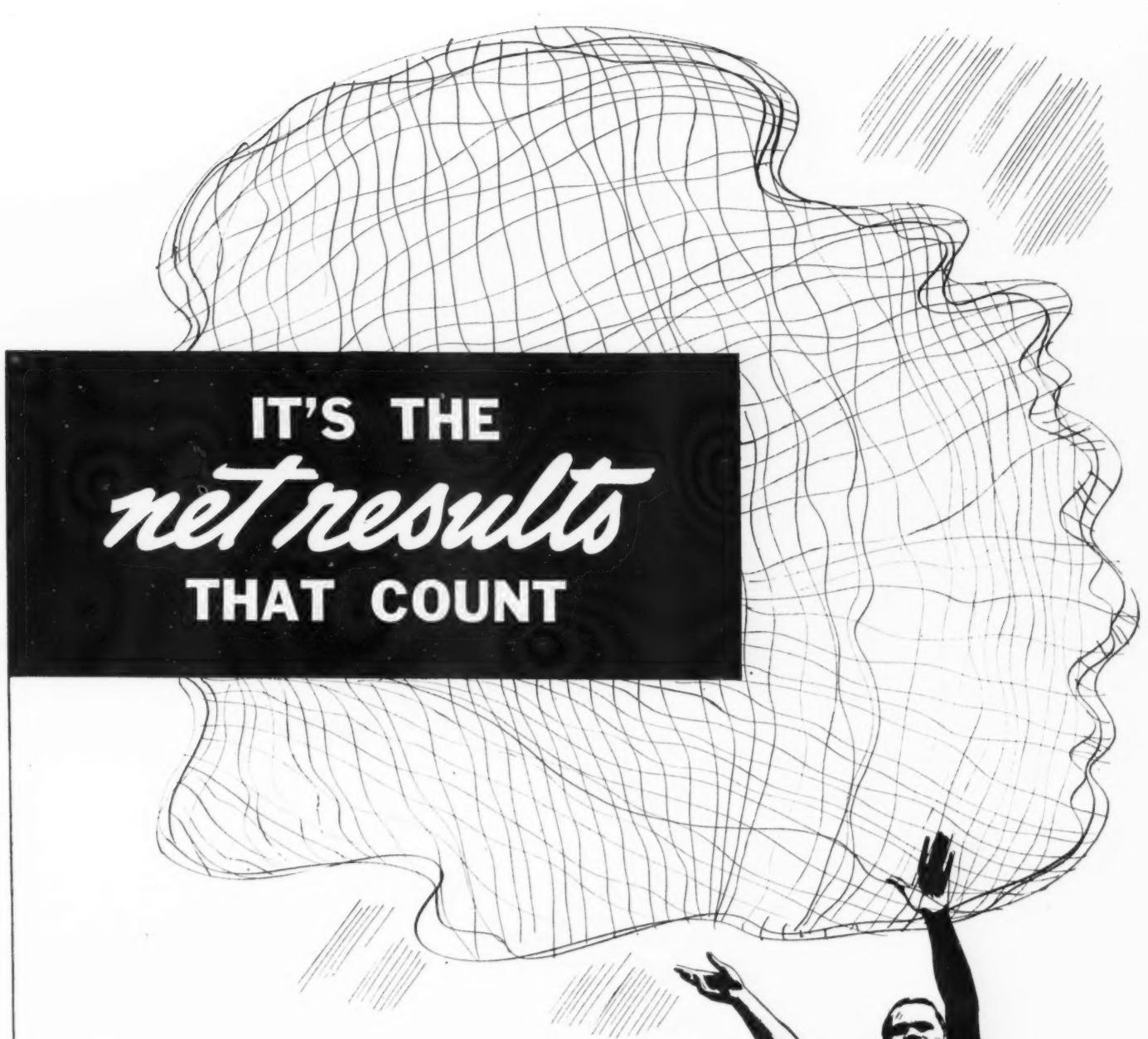
959 Eighth Avenue, New York • Palmolive Building, Chicago

959 Eighth Avenue, New York • Palmolive Building, Chicago

NOW THAT UNBIASED FIGURES ARE AVAILABLE SHOWING THE ACTUAL READERSHIP OF ADVERTISING IN VARIOUS PUBLICATIONS, THE NEW YARDSTICK IS "COST PER THOUSAND READERS" - NOT ALONE COST PER THOUSAND CIRCULATION. IT IS **READERSHIP** FOR WHICH THE ADVERTISER SPENDS HIS MONEY. DR. DANIEL STARCH AND HIS INDEPENDENT RESEARCH ORGANIZATION MAINTAIN A CONTINUING STUDY OF LEADING PUBLICATIONS

IN EACH CLASSIFICATION, CHECKING THE
READERSHIP OF THE ADVERTISING. THE FIGURES
ARE AVAILABLE TO ALL PUBLICATIONS. WHEN
PUCK—THE COMIC WEEKLY CONSISTENTLY SHOWS
A COST PER THOUSAND READERS LESS THAN
HALF THAT OF THE **SAME** ADVERTISER'S COPY
IN OTHER PUBLICATIONS—IT'S WORTH LOOKING
INTO. WE'LL BE
GLAD TO SHOW YOU
ALL THE FIGURES—





IT'S THE
net results
THAT COUNT

When your advertising net encircles Hawaii . . . it covers an area that outranks 28 states in per capita buying power . . . an area with an income of \$175,000,000! And the greater part of that money boomerangs back to the mainland in the form of purchases . . . for Hawaii's thoroughly American market demands American products. Less than 24 hours away by air from California . . . 36 from New York . . . Hawaii can be quickly . . . easily merchandised—for one newspaper, the Honolulu Star-Bulletin, Hawaii's leading newspaper, gives you complete coverage. For all the pertinent facts, send for a free copy of "Open This \$100,000,000 Pocketbook."

HONOLULU STAR-BULLETIN

Represented by
O'MARA AND ORMSBEE, INC.

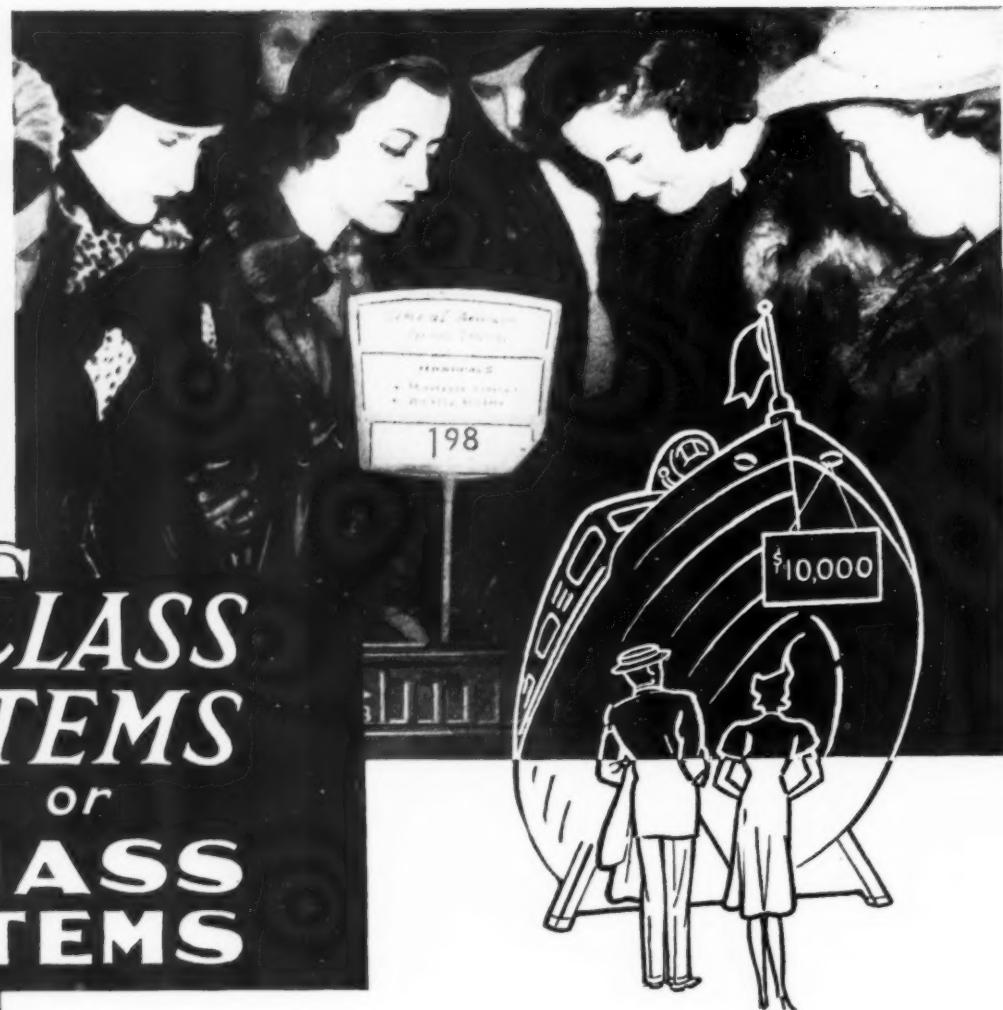
New York
Atlanta

Chicago
San Francisco

Boston

Detroit
Los Angeles

CLASS
ITEMS
or
MASS
ITEMS



You sell more of both at lower cost when your advertising appears in the Newark Evening News — because the News delivers the greatest coverage available in the diversified, high buying powered Newark market — more than ALL the New York dailies *combined*. Newark — Essex County is America's 11th ranking* retail market. Get an advertising schedule in its home newspaper and get your share of its profits.

Market data books
furnished promptly
on request.

*Sales Management, April 10, 1939

Newark Evening News
"Always Reaches Home"
NEWARK, NEW JERSEY

O'Mara & Ormsbee, Inc.—General Advertising Representatives—New York • Chicago • Detroit • Atlanta • Los Angeles • San Francisco
[10] SALES MANAGEMENT

ON AN IDENTICAL COST PER LISTENER BASIS . . .

... in the 13 markets surveyed by the Ross Federal Research Corporation, and Alberta Burke Marketing and Research Company, the rate on WLW would be \$3,876 to provide the same cost per listener as the leading local stations in these markets.

During the week of March 22 through March 28, 1939, Ross Federal Research Corporation made 118,920 calls, of which 78,793 calls were completed in the following twelve cities: Charleston, West Virginia; Columbus, Ohio; Dayton, Ohio; Ft. Wayne, Indiana; Indianapolis, Indiana; Lexington, Kentucky; Lima, Ohio; Louisville, Kentucky; Muncie, Indiana; Kokomo, Indiana; Newark, Ohio, and Springfield, Ohio. In the 13th market, Cincinnati, out of 21,883 calls made by Alberta Burke Marketing and Research, 14,947 calls were completed.

Results show that the average audience tuned to WLW from 8:30 A.M. to 10:30 P.M. Monday through Friday is 111.8% greater than, or 2.1 times that of the 10 dominant local stations serving these markets. The combined costs of these 10 dominant local stations is \$1,830 per hour, while that of WLW is \$1,080. Therefore, the cost of the local stations is 69.4% greater than that of WLW.

Since the dominant local stations collectively have an average of 22.8% of the audience listening to the radios in their respective markets and their combined costs amount to \$1,830 per hour, then on an identical cost per listener basis WLW's rate should be \$3,876 per hour, inasmuch as WLW's average audience is 48.3% of the sets in use in these same markets. (And this disparity is based on the unfactual assumption that WLW's coverage is to the city limits of these 13 cities!)

IF YOU would know the WHOLE story, write to WLW or Transamerican Broadcasting & Television Corp. and ask for

MORE FACTS AND FIGURES ON WHY I SHOULD BUY . . .

THE NATION'S STATION

See the Crosley Building at the New York World's Fair

DON'T GIVE YOUR SELLING DOLLARS TOO MUCH



Next time you make an advertising budget, think of this—A good 40 cents in every dollar spent at retail comes from *country* people's pockets, and just isn't in the cities—

Yet *only some 5 per cent* of national advertising is being aimed at country customers in their own mediums!

It looks as though you're *over-selling* cities . . . as though you're going too far below the city cream, to get expensive city skimmed milk.

It looks as though you'd be smart to put some of that money in *Country Gentleman* . . . and add the country cream to whatever cream you're getting now.

For cream is what we give you . . . in a great, big way.

Right at our finger-tips we've got over 2,000,000 of the best families in that big and under-sold 40 per cent of your market.

Got the best of 'em on the word of hundreds of local retailers who've checked our subscription lists

CITY LIFE!



against their own customer lists . . .

Got 'em *interested* as big-city magazines don't get the chance to interest their readers, because we're talking livelihood along with entertainment . . .

Got 'em so thoroughly under control that no idea backed by our pages has ever failed to get action.

So next time you make an advertising budget, cut short the city selling at the cream-line . . . and send some money out to get the other cream that's waiting for you here!

COUNTRY GENTLEMAN

NATIONAL SPOKESMAN FOR AGRICULTURE

OVER 2,400,000 CIRCULATION!

The Largest RURAL Magazine in History

The Seventh Largest NATIONAL Magazine
in America

The Largest HOME-DELIVERED Circulation of
Any Magazine

Now you can buy rural circulation in the same huge quantities but at even lower cost than you pay for mass urban coverage. Special interim-rate \$3750 a page.

**\$155 PER PAGE
PER THOUSAND**

(LESS THAN 1/6c PER
PAGE PER FAMILY)

—in a market which offers the greatest sales potential in years for your products.



GRAHAM PATTERSON, Publisher

Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending May 15, 1939:

Business Isn't So Bad

index moved up last week, as did the *Barron's* index of production and trade.

• • • Miscellaneous carloadings, considered one of the best general barometric indicators, registered more than seasonal gains during each of the last three weeks. The index of machine tool orders reached a new 20-months high in March and the decline since then has been very moderate. These orders are usually a reliable index of capital goods prospects. The heaviest buyers are the rapidly-expanding aircraft companies and the shipbuilding firms which are launched on a program of public and private ships combined, which will see one new ship completed every week for the next 500 weeks.

• • • Construction reports are very cheering. Following a first quarter with contracts the highest in eight years, Dodge figures for the first 22 days of April showed a gain of 61% over comparable 1938 figures as against an increase of 32% in the March period. We are witnessing a ten-year peak in the volume of residential construction.

• • • Returns from the first 400 corporations to release first-quarter earnings show a gain of 57.3% over the same period last year.

• • • That the shock of the European uproar has been emotional rather than material is well demonstrated in the way business has held up in contrast with the break in the stock market.

• • • But, many will ask, suppose the drop in business is still to come? While no one can speak with

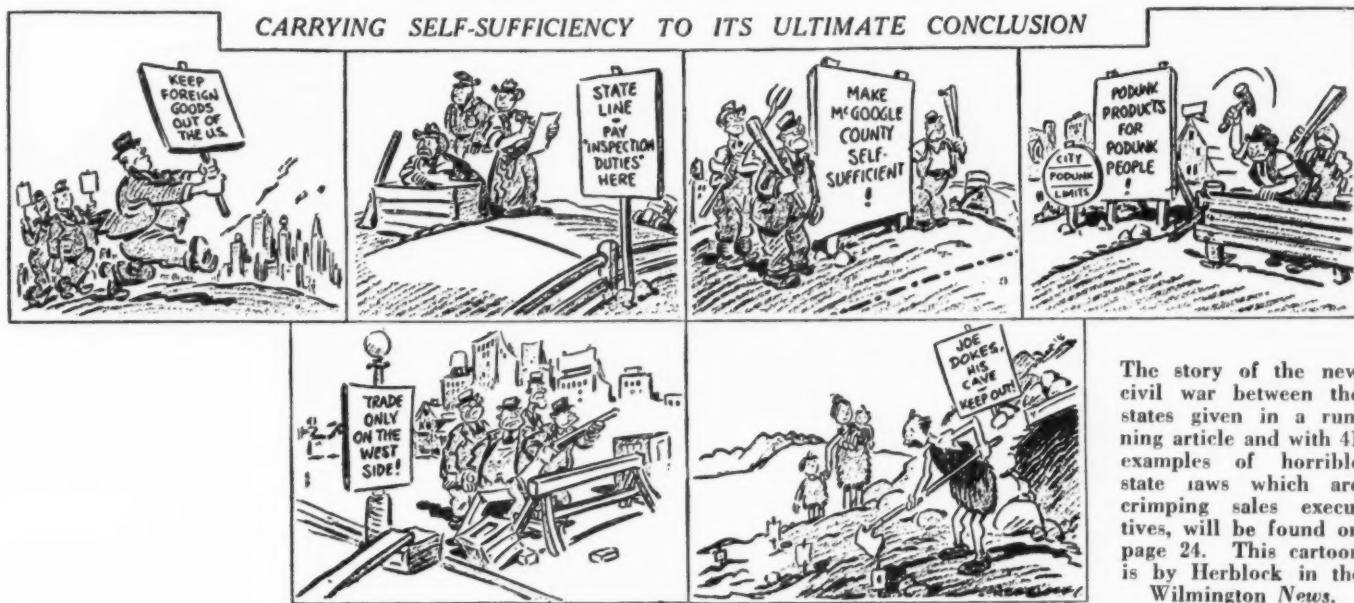
absolute certainty, it is definitely true that the elements which have caused bad declines in the past are almost completely absent now. Certainly there are no burdensome inventories to be liquidated. Instead many instances can be cited of fabricators, wholesalers and retailers who have let stocks of goods run much lower than they were when the slide started in 1937. A moderate further drop in general activity for perhaps as long as a month would not be surprising, but rather than overshadowing a long decline, two indices that are usually in the van of progress are pointing their signs upward. These are construction and machine tool orders.

Market Data Handbook

At approximately three-year intervals the Bureau of Foreign and Domestic Commerce issues its Consumer Market Data Handbook, and the 1939 edition was released on May 12. Market facts for each city of more than 2,500 population and for every county are included in the publication, and despite the fact that 82 factors are presented there is relatively little duplication of subject matter between this book and SALES MANAGEMENT's Survey of Buying Power. The two can be used effectively together, one supplementing the other.

• • • The government's handbook was drawn from a library of 118 governmental and private volumes and the only valid criticism that can be raised against the compilation is one that is true of so many government publications—the figures seem a bit out-dated, although such things as 1930 populations, 1935 volumes and types of business and industry, 1935 employment and payroll figures and 1935 retail distribution data represent the latest official Census figures available at the time the book was compiled.

• • • An example of some of the types of information contained in the consumer market data volume is



illustrated by the fact that more money per person is spent in Bakersfield, Calif., than in any other city of more than 25,000 population. Per capita retail sales in that city are \$942 as compared with the national average of \$270. Nevada is first among states in this respect with a per capita average of \$482. California is second with \$410.

● ● ● Among all American cities with 25,000 population or more, Brookline, Mass., makes out the largest number of income tax returns per 1,000 persons, and more national magazines are read per family in Phoenix, Ariz., than in any other city in this population group.

● ● ● The three richest agricultural counties in the country, judged by average value of farm lands and buildings, are Kennedy, Culberson and Crockett counties, Texas. There are more radios per 100 families in Douglas and Eureka counties, Nevada, than in any other of the 3,070 counties in the United States.

● ● ● The 1939 Consumer Market Data Handbook can be obtained for \$1.75 from the Superintendent of Documents, Washington, D. C., or from any one of the 33 district offices of the Bureau of Foreign and Domestic Commerce. A specially prepared index in the government's volume shows the relative importance of each kind of retail store as an outlet for consumer goods as compared with the relative importance of that kind of store in the nation at large. Other indicators of consumer purchasing power include data on radios, passenger autos, telephones, magazine circulations, domestic electric meters, value of farms.

Where Sales Are Good

largest percentage gains over the preceding year were in that classification; in eight states, lumber and building dealers; in four, family clothing stores; in two, hardware stores; in two, men's and boys' clothing stores; with shoe and furniture stores bringing up the rear with one each. The second largest gains were shown by motor vehicle dealers in 12 states; by men's and boys' clothing in six, and by lumber and building dealers in five.

● ● ● Brookmire has issued its quarterly map indicating spending trends by states and cities. For the next three months they indicate a 5% gain over the same period a year ago, with the following cities being most promising: In New England, Burlington and Boston; in the Middle Atlantic states, Albany, New York, Philadelphia; in the South Atlantic states, Baltimore, Washington, Raleigh, Charlotte, Columbia, Jacksonville, Miami. Birmingham and Nashville are the two selected in the East South Central states.

● ● ● In the East North Central states, Cleveland, Detroit, Indianapolis and Evansville are chosen. In the West North Central states, Sioux Falls, Sioux City and Des Moines; and in the remainder of the country Houston, El Paso, Albuquerque, Billings, Helena, Boise, and San Francisco.

● ● ● Subscriber William Feather points out through a personal example why it is important to have widespread distribution. He writes: "For several months I have been chewing one package of gum daily. Yesterday

the shop was out of my brand so I took another, and found it so superior that I won't go back to my former favorite. There's a loss of \$10 annual gross just because one dealer was out of stock."

● ● ● Harold Hutchins of the *American Druggist* picked up this interesting but perhaps not significant trend at the New York World's Fair: "The word 'Glass' on the front of the Glass Building at the N. Y. World's Fair is made of metal, and the word 'Metals' on the Metals Building is made of glass. Whodunit? . . ."

● ● ● Dun & Bradstreet answer a frequently-asked question, "How much does American business pay in taxes?" in a recent release giving an analysis of the first 10,000 returns in a nation-wide survey. The answer is that the tax on the manufacturing industry is slightly over 3% of sales. This does not include any allowance for Federal excise taxes collected at the source.



Why Not Give Them Entertainment If They Want It?

One of the lessons taught by commercial broadcasting is that the American public likes to be entertained by the advertisers. Today there is intense competition among advertisers to give listeners—present and potential consumers—the best possible balance of interesting entertainment and a convincing sales message, roughly proportioned 15 to 1.

How different is the advertising on printed pages! There the reader gets a minimum of entertainment, a maximum of hard selling. People who pick up a newspaper or a magazine usually do it for reasons other than to find ways to spend their hard-earned money. They want to know what's going on in the world or they want to get a release from their personal problems or world problems by chuckling over comics or losing themselves in a good story. Perhaps service magazines and department store and price advertising are exceptions, but in general people "tolerate" advertising. They don't open up a publication panting and eager to look at the advertising pages. Those of us in the advertising business who think otherwise only kid ourselves.

Every radio advertiser with a good program gets many letters saying something like this: "I don't know whether your coffee is the best coffee or not, but I shall continue to buy it in gratitude for your giving me that wonderful half hour every Tuesday night." Of course there is an implied Big Stick in such a statement—an implication that you'd better continue that program—or else! But is that a negative point? Most of us would welcome advice from our customers on what we should do to get their buying support in the future.

Why shouldn't the same entertainment technique which has proved so popular in radio be applied to the printed page? Why don't advertisers sponsor well-known authors, columnists, artists, sports and news commentators, cartoonists, to give consumers as much pleasure in magazines and newspapers as Jack Benny, Charlie McCarthy, Major Bowes, Rudy Vallee and others do on the air? If the manufacturer has a product with a strong male appeal why doesn't he employ a well-known sports commentator—and there are plenty who aren't tied up exclusively to the radio—and pay him to give his observations and predictions to the readers of magazines and newspapers? The sponsor could probably get away with a much higher average of sales talk than the 15-to-1 used on the radio. Beauty experts could do the same job for manufacturers in the cosmetics industry; chefs and dietitians could do it for food products. A start has been made by comic strip advertisers, but up to date they have not developed any headline artists who compare with radio celebrities. Furthermore, the style there is to make the advertised product a part of the continuity instead of divorcing the entertainment and the commercials, as is done in radio.

Publishers can be depended upon to provide plenty of good "sustaining" hours, but why not some good sponsored entertainment in the advertising pages? We predict that printed advertising will pull as never before if advertisers will spend for copy anything like the sums they pay for radio talent.



Perry F. Hadlock



E. H. Batchelder, Jr.



Hugh W. Hitchcock



E. C. Wilson

PERRY F. HADLOCK, for the past 11 years associated with the manufacture, design and sale of General Electric radios, has been named manager of the GE radio sales division. He succeeds E. H. Vogel, resigned, and will make his headquarters at Bridgeport, Conn., where he has been radio commercial engineer since 1935.

E. H. BATCHELDER, JR., has resigned as vice-president and director of the Insulite Co., Minneapolis, to become vice-president of American Rock Wool Corp. He held executive posts in the former company for the past six years and recently played an important part in the company's entry into the insulated brick siding field.

HUGH W. HITCHCOCK steps up from assistant advertising manager of Packard Motor Car Co. to advertising manager. Mr. Hitchcock has had 17 years' of experience in automotive advertising—all of it with Packard—and has been successively a clerk in the factory ad department, editor of publications, field correspondent and business manager of the department.

E. C. WILSON, general sales manager of Munsingwear, Inc., Minneapolis, since 1934, has been elected vice-president in charge of sales and merchandise. Before going to Munsingwear in 1934, Mr. Wilson had been associated for 27 years with the hosiery and underwear departments of Carson Pirie Scott Co., Chicago.

NEWS REEL



C. C. Ziegler



Charles J. Stilwell



Arthur R. Herske



Ray Comyns

C. C. ZIEGLER succeeds W. B. DuMont as vice-president in charge of sales of the Greenfield Tap & Die Corp., with headquarters at Greenfield, Mass. He was formerly western district sales manager of the company and his new appointment became effective May 1.

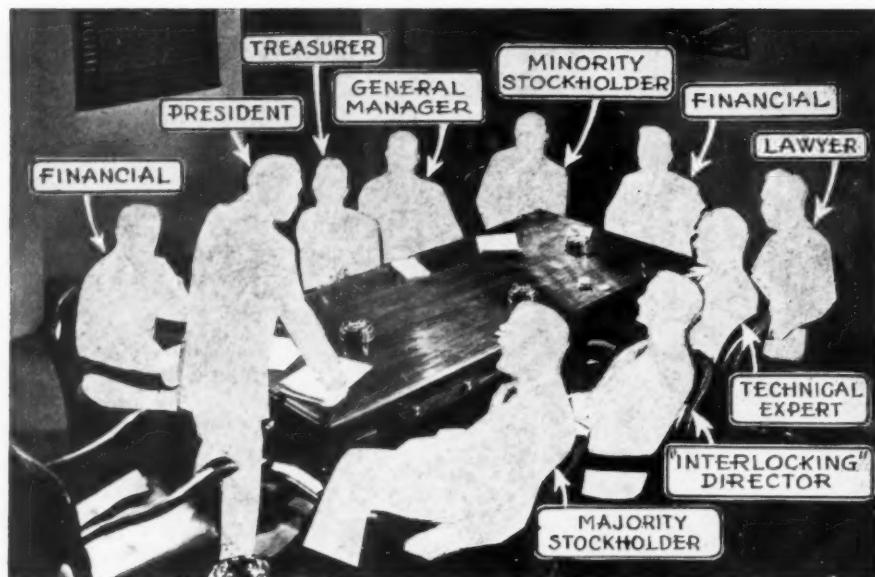
CHARLES J. STILWELL, who began his career with Warner & Swasey Co., Cleveland, makers of machine tools and precision instruments, in 1910 as a machine operator, has been elected president of the company. Since 1935 he has been a vice-president and director and is a past president of the National Machine Tool Builders Association.

ARTHUR R. HERSK, former vice-president and general sales manager, American Radiator Corp., has formed with W. Walter Timmis a new company, Herske & Timmis, Inc., New York, to market a line of heating and air conditioning equipment. Mr. Herske, who had been with AR for ten years, will be president of the new company; Mr. Timmis, vice-president.

RAY COMYN has resigned as manager of the chain store division, E. R. Squibb & Sons, New York, to become vice-president and director of sales and advertising of Nu-Hesive, Inc., manufacturers of a new type adhesive surgical dressings to be promoted both professionally and through retail outlets.

Board of Directors, 1918 Model

One of the reasons why the old-style board has failed properly to discharge its responsibilities to the company, the stockholders and the public, is that it didn't properly represent many sides of the business whose efficient operation was essential to the earning of satisfactory profits. Too many of its members were "yes men" who contributed nothing.



The Board of Directors That's Loaded with Deadheads

The old-fashioned unbalanced board of directors, over-stuffed with lawyers and bankers, is under fire in all quarters. It's giving way to a new type of board which often includes the marketing director, a representative of consumers, an advertising agent, and a labor representative.

BY JOHN ALLEN MURPHY

WHAT is wrong with the board of directors system? Evidently *something* is wrong, if we are to judge by all the criticism that directors are receiving. This criticism has been accentuated by the Musica-McKesson-Robbins fiasco, but boards had been on the pan for a long time before that.

My work has taken me before hundreds of boards in the last 25 years. It is my observation that well-managed companies usually have a good directorate. The members of the board are alert, are well informed about the affairs of the company, are progressive in their views and are honest and fearless in stating their positions. The trouble — where there is trouble — is not attributable to the directors but to the mould in which the director system is cast.

As a rule, except in the big corporations, the directors are friends and business associates of the president or the chairman or the large stockholder. Often they are directors only because they are friends of the chief owner of the enterprise. At best they are but minority stockholders. They are like

week-end guests at the owner's estate. They may not like the food or the rooms. Still there is nothing they can do about it. So they hold their peace, knowing they will be back at their own homes in a couple of days.

Likewise, the director may not be in accord with all that is going on in the concern in which he is a member of the board. But he figures that he has no right seriously to question his friend's methods or policies. He may mildly dissent but to become too violent in his opposition would be like throwing the half-cooked veal chop in his host's face.

Directors of large corporations are selected primarily because of their prominence and because of the prestige they will bring the board. They are seldom chosen because of their ability to help the company with its problems.

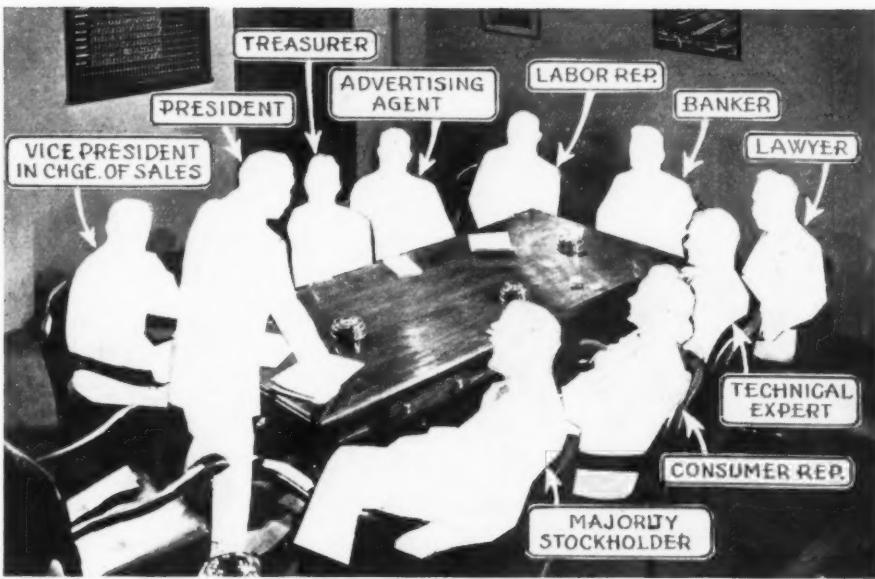
In a second respect is the mould badly shaped. Directors are not compensated properly. Ordinarily they are paid only for attending a meeting. A \$20 gold piece used to be the usual fee. There is a tendency now to pay directors more substantially. Still the

compensation is not enough to interest a man of director calibre.

Formerly directors could profit in other ways, if they wished to take advantage of their inside knowledge of the company's affairs. This was the lure that induced many men to become directors of a number of corporations. They could make a lot of money if they were shrewd enough to grasp their opportunities. Of course, the Securities & Exchange Commission has greatly curtailed the chances of directors profiting in this manner, at least as far as companies with listed securities are concerned. And it has also increased the directors' responsibilities. From now on directors will have to, or at least should, get their compensation more directly.

Another criticism of the conventional board system is that by the very nature of the set-up, a director, not actively connected with the company, has had to be a yes-man. He could not have been expected to familiarize himself with the ramifications of the organization's activities, especially if he were on several boards. He has to accept the word of others. He has not had time himself to look into matters too critically. Under this system power and responsibility have seldom been centralized in the same man. As a result, many directors have performed their duties perfunctorily.

Still another weakness in the old board system is that, too often, the directors represent the owners, particularly the large owners. Where management and ownership are nearly



Board of Directors, 1940 Model

The modern board is becoming a progressively more important force in American business: Together the members of it make up a well-balanced management team on which every major interest of the company—its money-bags, its legal counsel, its marketing brains, its labor man-power, and perhaps even its ultimate consumers and its advertising investment—enjoys adequate representation.

identical, as they are in most smaller concerns, this practice works out satisfactorily. But where ownership and management are not identical, which is the case in most large corporations, boards of directors are often performing lopsided service. Often large stockholders have dominated the boards and have not even given the management much of a voice. Frequently the management has had to defer, against its better judgment, to the wishes of the inactive financial interests.

It is notorious that in many cases the management has been kicked out or has had to submit to the curtailment of its authority, because there was not enough movement in the company's stock. The directors did not care whether these concerns were operated for a profit, so long as the stock was moving actively—up or down did not make any difference. These directors kept their eyes on the stock market, rather than on the sales charts of their companies.

But probably the most serious charge that can be levelled against conventional board procedure is that it concerned itself too much with profits, with financial statements, with figures, and not enough with the more fundamental aspects of the business. Many boards were notoriously disinterested in the story behind the financial statement, in the factors that made the enterprise profitable or unprofitable. They paid too little attention to the company's marketing policies, as was evidenced by the fact that seldom was the sales division represented on the board.

Money-making was the main interest of these directors. They forgot that they were not keeping in step with economic trends. They did not seem to appreciate that business has a social

duty to perform. As a result, a cult of critics of the capitalistic system arose and became so powerful that for a time our type of economy was seriously menaced.

It would be unfair to say that all boards were of this character. Perhaps only a minority could be thus classified. The average board was pretty well conducted. It is from these average boards that rules and principles can be drawn for the reformation of the whole director system.

It is significant that on these average boards, the company's own organization predominates. The board is made up mostly of the company's officers and department heads. Often its banking connections and its law firm are also represented. The men on such a board are thoroughly familiar with the affairs of the company. They are selfishly interested in it, because their livelihoods depend on its success.

Perhaps the ideal board was that of the Standard Oil Co., when the elder Rockefeller was in his prime. In those days all Standard Oil directors were in charge of some company activity. They conferred nearly every day in brief, informal meetings. They not only represented the management, they *were* the management. It was while this system was in force that Standard Oil made its greatest progress.

In one other respect did John D. conduct his board wisely. He made it a rule not to become a director in other companies. On only a couple of occasions did he depart from this practice, and then not for long. For a time he was a director of U. S. Steel. He believed that a business man should devote all his time and effort to his own enterprise. He contended that the best use of a surplus was in the expansion of one's own business.

He held that the scattering of their time, interest, and capital is the bane of many business men. They fail only when they spread their efforts too thin. They are impregnable when they concentrate on one project.

That, of course, was the practice of most old-time business men, when interlocking directorates were unknown. They did not have too many irons in the fire. They minded their own business and let their neighbor mind his. They ploughed back a large part of their earnings into the enterprise. They invested in their own business about which they knew everything and not in the other fellow's business about which they knew nothing.

In the hectic 20's we strayed too far from this practice. We robbed our own businesses of needed capital in order to buy stock in other companies. We gave too much of our time to telling others how to manage their affairs. In the meantime we let the banks come in to mismanage our own businesses.

Today we are on the road back to the methods of the old-timers. We are conceding that it is impossible for a man successfully to dabble in too many businesses. As a result, business men are resigning their directorships and devoting themselves more to their own organization. Those directorships that they are retaining are in companies in which they have a substantial financial interest or with which they are closely affiliated. Even at that, they are staying on only three or four boards and are becoming *real* directors on those.

Boards are becoming smaller. Large boards are unwieldy and not intimate enough. It takes too long to get them together. The small board, when most of its members are associated with the company, can be assembled quickly, and thus meetings can be held

oftener. Such boards can supplement the work of the executive committee.

Boards are being better balanced. The absurdity of letting boards be dominated by financial men, who knew nothing about the operation of the business, is being widely recognized. There is a trend toward having all elements that affect the operation, the standing and the prosperity of the company represented on the board. Not only are the departments of the business, itself, represented but there is also a tendency to give labor, the market, and the public a voice on the board.

One of the most constructive changes that has come into boards is the admission of sales managers or marketing directors to membership. Not so many years ago there were virtually no sales managers on boards.

There are still comparatively few of them there. Slowly, however, the men who head the sales department are getting on the boards of their companies. The trend is definitely in this direction.

Usually the sales manager, when he is only that, does not rate board membership except in small organizations. The way it happens, as a rule, is that the sales manager is made a vice-president in charge of sales or is even elevated to the presidency. In this position he becomes a director. There is a pronounced tendency at present to recruit the chief executive officers of the company from the sales end of the business. When these men become directors, the sales division is ably represented on the boards.

(Continued on page 70)

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Trade Journals and Posters]

Gin de Luxe

"With the opening of the gin season" Seagram Distillers Corp., N. Y., introduces "America's most expensive gin: Ancient Bottle."

Heretofore the pale golden beverage was available to bars and package stores in quantities of only one bottle at a time. Now, production permits larger orders but "no tavern or package store will be permitted to buy larger amounts than can be quickly sold." The price of \$2 a fifth will keep it in the luxury class.

Its natural amber color—said to be unique—is the result of three years of preparation, "new and exclusive methods of production and equipment." Full color pages in *New Yorker*, *Ken*, *Esquire* will proclaim it "the only gin in the world mellow enough to mix like a whisky highball. With just ice cubes and soda it makes a deliciously cooling and mildly fragrant Summertime drink."

Warwick & Legler, N. Y. agents in charge, will also inject the phrase "America's Finest" in the gin copy to reiterate a slogan used in Seagram's whisky campaigns.

Give Schick's Appeal

Schick Dry Shaver, Inc., bursts into color and full pages under the auspices of its new agency, Lennen & Mitchell, N. Y.

Life, *Liberty*, *Look*, *Collier's*, *S.E.P.*, *Esquire*, *American Boy*—May and June issues carry advice to "Give Him

Schick's Appeal, the Civilized Way of Shaving." With graduation days, Father's Day, and weddings falling in these months, the razor is touted as a gift to graduates, parents, grooms, and groomsmen.

Dealers are plugging in on the drive by co-op newspaper space. Terminal chain of barber shops, N. Y., further adds lustre to the Schick name by announcing dry shaves in its chairs (despite moans from old-fashioned blade-stropping barbers) and lessons on how to Schick-shave most resultfully.

\$13,000,000 Flavor

Gooderham & Worts, Ltd., Detroit, begins "a big campaign in small space" (twice-weekly insertions in some 60 papers of 15 states) for its G & W Five Star whisky. Four columns by 100 lines, five columns by 160 lines, and smaller space ads are scheduled by William Esty, N. Y. agency.

"The milder blend with that \$13,000,000 flavor"—a sentence to run through the series—is derived from G & W's "world's most up-to-date plant. Value: \$13,000,000."

Cartoons and question-and-answer technique, which have enabled Esty to zoom sales of Camels and Prince Albert tobacco, are being used.

Longer Smokes

Alles & Fisher, Boston, announces in New England newspapers that its "Air-Flo '63" cigars smoke from "5

to 9 minutes longer" than any of three other popular brands of five cent cigars. "From 5,000 to 9,000 more minutes of smoking per year to the average smoker . . . or the equivalent of 200 to 300 cigars per year for nothing . . . as compared to what you get in 'the other three.'"

Average smoking time of '63's is, according to copy, 39 minutes. For rivals it ranges from 34 to 30 minutes.

L. B. Hawes, Boston, is the agency.

The economy theme has also been injected into current Camel cigarette advertising. Copy claims: "Camels have more tobacco by weight than the average of 15 other brands tested (by a group of scientists). Besides Camels burn slower than any of those other brands . . . and by burning 25% slower Camels give you the equivalent of 5 extra smokes per pack."

Testimonials advise that if you don't believe the scientists, try it yourself. Gather a group around you, light up cigarettes, and compare them by "just watching them burn . . . Camels win in this comparison by a wide margin." Furthermore, "It's smart, popular . . . a striking way to compare cigarettes."

Wm. Esty, N. Y., is the agency.

Beer Wave

Atlantic Co., Atlanta brewery, starts the "greatest newspaper advertising campaign for beer ever staged below the Mason and Dixon line."

Weekly for the next 26 weeks some 45 papers of seven southern states will carry "dominantly pictorial" ads each asking a question. "Smoothness" in a beer is symbolized by a swan; "ripe" by rosy-cheeked apples; other qualities by equally familiar comparisons.

Nearly 20,000 metal road signs, "a limited amount" of posters, and metal-framed displays in 15,000 taverns and stores are additional, according to agents Donahue & Co., whose Atlanta office is in charge.

Take a Log!

Station WICC, New Haven, Conn., outlet for the Yankee and Colonial networks and NBC Blue wires, has taken to car cards to tell the townspeople about its daily radio programs. Beginning the week of April 22, the station placed pads of detachable program logs on bi-colored cards in 240 buses and trolley cars and invited New Havenites to "take one."

Pads contain 25 sheets, listing programs for the week and are replaced when depleted and changed every Sunday to keep the log up-to-date. One thing the station likes about the idea, which was supplied by Eastern

Advertising Corp., is that sponsor and advertised product can be listed alongside the titles of sponsored programs, thus giving an extra plug to WICC's bread and butter. Apparently many of the 100,000-odd daily bus and trolley car riders in New Haven approve of it, too. During the first week of the try-out campaign, 50 pads had to be replaced, and about 50% of sheets in other cars were removed.

Encouraging to WICC is the fact that bus drivers and trolley car conductors have found only a few of the sheets on the floor. WICC's translation is that bus and trolley riders take them home to be consulted for daily WICC broadcasts.

Help-a-Bride

Procter & Gamble Co., Cincinnati, will conduct 25 daily contests June 5 to July 7 in behalf of Ivory Flakes. A grand prize of \$5,000, ten daily prizes of \$100, and 20 daily prizes of a half dozen pairs of Holeproof hose are to be awarded for finishing in 25 words or less the phrase "I advise a bride to use Ivory Flakes because—". Box-tops with entries are obligatory.

Color pages in *Cosmopolitan*, *S.E.P.*, *McCall's*, *Ladies' Home Journal*, *This Week*, and four Hawaiian newspapers, announce the event. As do commercials on P & G's three NBC radio programs ("The O'Neills," "Story of Mary Marlin," "The Gospel Singer"), and its CBS program ("Life Can Be Beautiful"). Ads break May 29.

Compton, N. Y., is the agency.

Good NATURED Milk

The Izzard Co., Seattle, is handling a "good natured campaign on a serious subject," — milk — for Riverview Damascus Milk Co., Portland, Ore., with an unusual copy approach. While most milk copy is directed to mother and baby, Riverview has cast out its hook to interest all adults. Copy emphasizes the value of a glass of milk to the man of the family before retiring, a bowl of crackers and milk for the business man's lunch, milk for mother and baby, milk for the father as well as for his growing son, and milk as a beauty aid. Newspapers are on the schedule.

"Speed Changer"

General Motors Sales Corp.'s New Departure division will use space in five magazines and 36 newspapers to interest Young America in its "Speed Changer," a new device which can be attached to the gears of a bicycle to provide two speeds. On the magazine schedule are *Boys' Life*, *American Boy*,

Open Road, *Young America* and *Life*. Along with the newspapers they will invite lads and lassies to enter a contest and write to the company about "Why I Want a New Departure Speed Changer on My Bicycle."

A total of 108 prizes will be offered for the best letters on the subject, including two all-expense trips to the New York World's Fair, ten new bicycles equipped with New Departure Speed Changers and other brake devices, and Speed Changers for a boy and girl in each state. Campaign begins in June, via H. M. Hickerson, Inc., N. Y. agency in charge. The 15,000 dealers who handle New Departure bicycle devices will be supplied with store display material and dealer helps to promote the contest.

Jimmie Fidler's NBC Red network program, which previously plugged another P & G product, Drene, will have the Friday night commercials devoted to Teel. Moreover, Teel will get "Midstream," a Monday to Friday NBC strip show, and "Knickerbocker Playhouse," a new CBS program. The latter rings up the curtain May 21 on the full Columbia network after a trial on WBBM.

Teel has had thorough testing in Madison, Milwaukee, Rockford, Peoria, and Chicago. Among some 200 brands of pastes and powders in Chicago it mounted to fourth place, is the claim. An eight-page tabloid, "Drug Profit Flash," sets forth this skyrocket record, as part of salesmen's kits in getting drug store distribution.

Agency: H. W. Kastor, Chicago.

HERE'S AMAZING NEW LIQUID WAY TO BRUSH TEETH TO THRILLING BRILLIANCE ...without chalk, grit, pumice



It took in the test, is now being advertised nationally—this new Procter & Gamble liquid dentifrice, Teel. "Amazing" . . . "thrilling" . . . "startling" are a few of the copy pegs on which Teel will hang its hat in its bid for prominent place in the \$80,000,000 retail dentifrice market.

Teel

In some rural regions snuff, on a chewed twig toothbrush, is the only dentifrice. Statisticians estimate that two-thirds of the population not only never worry about "pink toothbrush," they never bother with *any* dentifrice.

Retail price of tooth powders and pastes sold in 1937 was about \$80,000,000. Competition for the coins of the nation's one-third that brushes its teeth is bitter among powder and paste manufacturers. Hence they will not welcome the advent of an outsider into their scrimmage.

A Johnny-come-lately, nevertheless, has plunged into the fray with both feet. He is vast, rich, old Procter & Gamble, and his product is Teel, a liquid dentifrice.

"Amazing new liquid way to brush teeth to thrilling brilliance, without chalk, grit, pumice, or abrasives" copy in 85 newspapers, *The American Weekly* and *This Week* is saying. A magazine schedule is on the way.

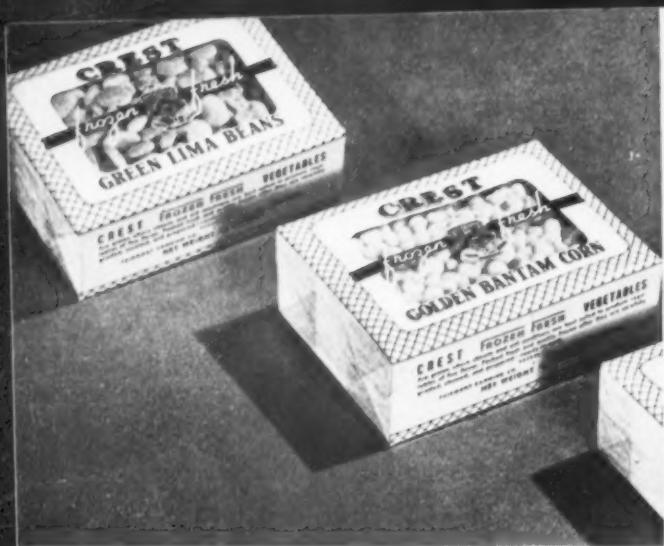
Vacation in Chicago

Chicago Association of Commerce has started a drive to raise "at least" \$250,000 before July 1 to advertise the city "as an ideal center for vacation visitors." Magazines, newspapers, and radio are to be employed in the campaign.

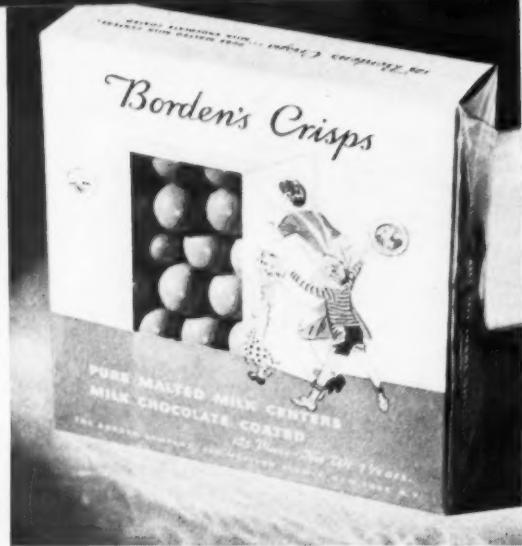
Simultaneously, committees will work out plans to make Chicago "the Summer sports capital of the world," develop "extraordinary events to attract hosts of visitors." Over 50 business clinics will be held where 5,000 business men may express their views on ways of stimulating trade and industry.

It is expected that the clinics will reveal which local problems are considered the most pressing and produce suggestions for coping with them, according to Oscar G. Mayer, Association president.

Charles Daniel Frey, Chicago agency, will be in charge of the ad campaign.



Frozen foods get high visibility and do some of their own selling in these Fairmont Canning Co. window packages overwrapped in printed du Pont "Cellophane." And they're protected against dehydration and air oxidation at the same time. This kind of tempting, visible packaging is used by Fairmont for corn, green peas, beans and other products.



Borden's Crisps get visibility through a clever window box made by Fort Orange Paper Co., using Celluloid Corp.'s Lumarith Protectoid that does not shrink or wrinkle. This is one of 18 packages using Lumarith Protectoid that won prizes in four recent packaging competitions.

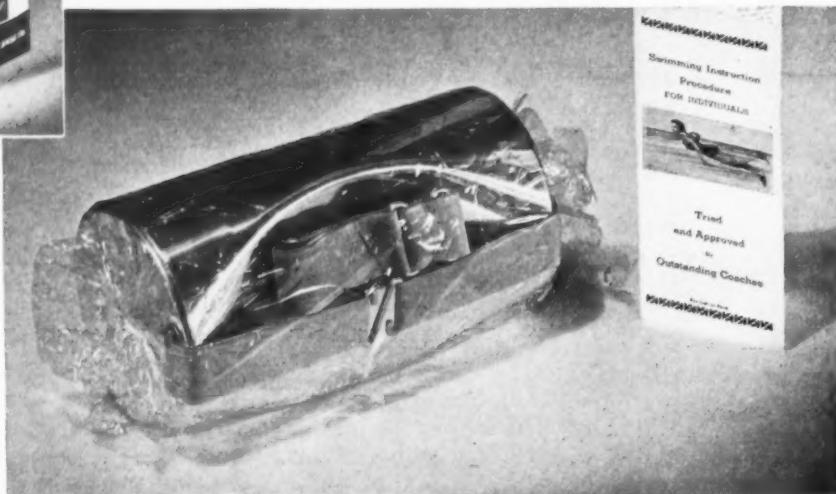


Stockings, yes; but not "just another pair of silk stockings." The sparkle of du Pont "Cellophane," the clear area in the face of the bag to display the product, the quick, informative, printed message combine to sell for William G. Leininger Knitting Co.

Clear Sparkling Wrappers



Imagine! An inflated basketball in a window box! For this product Wilson Sporting Goods Co. uses one of the largest window cartons ever made. Ace Carton Co. employed Celluloid Corp.'s Lumarith Protectoid for the windows . . . strong, clear and printed.



Even a metal "swim tank" (made for Padl-Eze Sales, Inc.) to strap on a tyro swimmer's back for safety wins extra attention on dealers' counters by its crystal-clear wrap of Sylvania cellophane.

Just a piece of Balsa wood, for makers of miniature airplanes, ship models and such—but the printed du Pont "Cellophane" wrap gleamingly catches the eye, puts over the sales story in print and safeguards against finger stains. The picture on the right shows how the package sells on three sides and displays the wood on the fourth.



Tobacco "sampler kit" in du Pont "Cellophane" makes an appealing package for Larus & Bro. Co. And there's a pipe, too! The kit contains three types of smoking tobacco, making it easy for the smoker to sample and mix to suit his own taste. At Christmas time a holiday wrap was used.



Six cloths—not the usual roll to be cut up—are offered by Chicopee Sales Corp. in this inviting package with a label suggesting various uses. It's clean and protected from maker to user in du Pont "Cellophane."



This whole loaf of sliced bread by Kleen-Maid Bakers looks fresh and good in any store. The revealing, all-over wrap of Riegel Paper Corp.'s Diafane, sealed against dust and moisture, is printed. That's a big idea for bakers. The whole story is on the transparent wrap, so they save the expense of a separate opaque strip of printed paper around the loaf under the Diafane.



Dry grocery products can be seen, not touched, in Big Bear super service markets packaged in clear printed bags of Sylvania cellophane. Thus even bulk goods get the sales benefit of transparent cellulose and brand names.

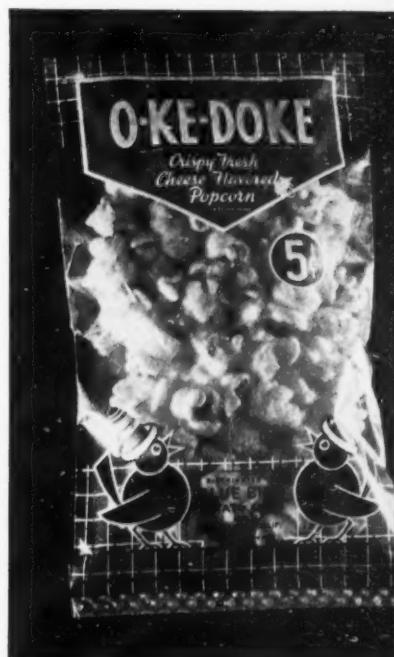
Things That Make People Say:

"I WANT THAT!"



Jellies, dates, condiments that can be seen through Sylvania cellophane colored to harmonize with each product, have a lustrous appearance that attracts attention and suggests high quality. This takes them off the shelf and puts them right out front where product "personality" makes sales.

Um-m-m! Cheese-flavored popcorn! Blue Bird Potato Chips, Inc., packs it in Riegel Paper Corp.'s laminated and colorfully printed Diafane, supplied to the packer in tube form to be heat-crimped at both ends after filling. The yellow tint in the paper shows off the popcorn to particular advantage.



Blanket binding and thread to match are packaged this way by Robert Gair Co. for Century Ribbon Mills with a window of Celluloid Corp.'s Lumarith Protectoid.



Paper "boats" in many shapes—with du Pont "Cellophane" wraps—help the Manor Baking Co. sell more bakery goods. These appetizing things catch attention, looking fresh, unsullied and delicious. They are all machine wrapped.



Ross Lewis in the Milwaukee Journal

You're the Fodder for the New Civil War

Sales executives who try to operate an interstate business find their products inspected or graded—even embargoed—by a score of states. Their salesmen have to take out special licenses. Their trucks are held up, inspected and fined. Their profits, if any, are taxed. This is the 1939 version of the Civil War, and don't think you're not going to be in it. If you're not in it already, it's just an oversight which some state legislator at this moment is remedying.

BY PHILIP SALISBURY
Executive Editor, SALES MANAGEMENT

If your sales department hasn't been hit by any of the state laws which are obstructing commerce, you can count yourself among the lucky few—and at the rate these laws are blossoming in state legislatures, it won't be long before they do get you.

At the recent national conference on Interstate Trade Barriers, Dr. F. E. Melder stated that there are now 409 restrictive state trade laws, and that 600 more would have to be abolished if the U. S. is again to become "the world's greatest single free-trade area."

Most sales executives have been apathetic about these laws. Except for those hit directly by pending legislation, they have thought it was the other fellow's worry. "George" would do whatever needed doing. But "George" hasn't done it.

We now have state sales taxes, use taxes, registration taxes, profits taxes, license taxes, inspection taxes, quar-

tines and embargoes; we have weight limitations, length limitations, ports of entry, labelling laws; we have state beer wars, liquor wars, oleo-butter wars. As an accompanying cartoon points out, it's a new civil war between the states. This used to be a free country. Remember? But now the trend to create trade barriers among the different states is heading us smack toward Balkanization.

Largely these laws are an outgrowth of the depression. Business wasn't good. Producers and business men saw themselves losing business to out-of-staters. Legislators were friendly on two grounds: They wanted to help their constituents, and they likewise needed additional forms of revenue.

Kansas started it—but you can't blame her very much when you know the facts. That's the maddening truth about a large number of the laws; many were passed to serve a legitimate

need—but their passage resulted in retaliatory measures from other states, and the result is a disunited nation in which commerce suffers and consumers pay through the nose.

You can put Kansas down as a victim rather than an aggressor. She had spent millions on two magnificent north-and-south highways—and she, like most states, had a gasoline tax for revenue. Gangs of gasoline bootleggers hardly waited for the highways to be completed before they took them over. Almost continuous lines of trucks running bootleg gasoline and oil from Oklahoma refineries roared across the Kansas highways, making some drop shipments to Kansas filling stations without paying the state tax, but headed mainly for northern states.

Kansas built and maintained the highways—but the only ones of her people to benefit were the owners of a few hamburger stands. The highways were taken over to such an extent by the gas trucks that people traveling in private cars avoided those roads whenever possible.

That was the situation which brought about the first of our Ports of Entry laws. Kansas stopped gasoline bootlegging by manning her interstate junctions and requiring all trucks entering the state to check in and pay certain weight and mileage fees.

But of course it didn't—couldn't—stop there. "All right," said other states, "if you discriminate against us, we'll discriminate against you"—and the second war between the states was started.

Sales taxes were directly an outgrowth of the depression. Poor people had to be fed; states had to have more revenue. But the sales tax, especially on large items, was easily avoided if adjoining states had no such tax, or a lower one.

Use taxes were devised to offset the avoidance of sales taxes, and their growth can be put down as a major defect of the retail sales tax. If there were a Federal sales tax, or if all states had a uniform tax, we wouldn't need the bothersome use tax, examples of which are cited among the 41 Horrible Examples herewith.

The 1,000-odd barrier laws have been enacted under four types of powers, traditionally delegated and reserved to the states under our Constitution.

1. The power of taxation.
2. The state's police power in the protection of health, which includes the power to quarantine and to impose embargoes.
3. The general regulatory powers in the interest of public safety and morals.

4. The sovereign proprietary powers in regard to conservation of natural resources, and ownership of public works and property.

Relatively few cases involving these state barriers have as yet come before the U. S. Supreme Court, but in the few which have come before it, several Justices have been outspoken about the threat to free trade between the states.

In the case involving the constitutionality of certain price fixing provisions of the New York Milk Control Act, Justice Cardozo said, in no uncertain words:

"Nice distinctions have been made between direct and indirect burdens. They are irrelevant when the avowed purpose of the obstruction as well as its necessary tendency is to suppress or mitigate the consequences of competition between the states. . . . No tax can be upheld which, in essence, discriminates against foreign products or because of their origin. . . . A state may not place itself in a position of economic isolation. . . . Neither the power to tax nor the police power may be used by the state for establishing economic barriers against competition with products of another state."

Commenting upon this decision, in a case involving the Milk Control Act of Pennsylvania, Justice Roberts said that New York had in effect erected a tariff barrier against milk imported from a sister state. Although Justice Roberts held the application of the Act a valid exercise of the state's police power, let us remember that he also sounded an ominous note of warning. He said: "When the people declared 'The Congress shall have power . . . to regulate commerce . . . among the several states,' their purpose was clear. *The United States could not exist as a nation if each of them were to have the power to forbid imports from another state, to sanction the rights of citizens to transport their goods interstate, or to discriminate as between neighboring states in admitting articles produced therein.*"

And when the Court passed on Florida's high inspection fee on imported cement, Justice Frankfurter declared that the wording of the statute was a candid admission that its very purpose was to keep out foreign goods. This was clearly a power of Congress, he said, in whom the Constitution grants the right to regulate commerce with foreign nations and among the states, and that it would not be easy to imagine a statute more clearly designed to circumvent what the Commerce Clause forbids.

Dr. Melder, economic advisor to the

41 Horrible Examples—of Laws That Are Balkanizing the U.S.A.

The following examples are typical rather than all-inclusive. Upwards of 1,000 state laws would have to be repealed to make for complete freedom of trade within the states. In most instances the states used as examples are no greater offenders than many others.

1. Twenty-four states tax oleomargarine—for the benefit of dairymen. Southern states whose cottonseed is used in margarine threaten to restrict or forbid imports of dairy products. This is a good example of the quick retaliation which follows restrictive state laws.

2. These state laws develop in ever-widening ripples. Texas levies a heavy tax on oleomargarine made from oils produced in foreign countries. (It has been effective, too, and has produced in revenue the huge sum of \$2.50!) That law helped Texas cotton growers and oleomargarine makers. But dairy farmers in other states wanted protection, too, and two dozen states now have laws which tax oleomargarine 3 to 15 cents a pound and impose license fees running up to \$1,000 a year. Nebraska wanted to protect her hog farmers and their lard from oleomargarine competition, so she levies a tax on all butter substitutes not made from animal oils.

3. Two states go so far as to require that plates in hotels and restaurants, on which oleomargarine is served, be indelibly marked "oleomargarine."

4. The movement is spreading to cities as well. Reno insists upon inspecting all out-of-town bread, with costs to be paid by the baker. Los Angeles laundries that want to do business in Santa Barbara must pay for inspection. Under the guise of protection of public health these laws have as their real purpose the shutting out of competition.

5. In North Carolina and Georgia, the

only eggs legally fresh are eggs laid in North Carolina and Georgia, respectively. Seven states in all have set a maximum grade which can be met only by domestic eggs. Fresh eggs are defined as eggs laid in the state—regardless of how fresh imported eggs may be.

6. There is a Tennessee law that permits counties of over 275,000 (which means only Shelby county and specifically the city of Memphis) to tax market places for itinerant peddlers \$1,500; there are also taxes amounting to \$401 on the peddlers themselves.

7. How would you like to do business under the restrictions imposed upon SM subscriber T. C. Eastman, owner of the Western Maine Forest Nursery? In the first place he is invaded during the shipping season by a horde of U. S. Government inspectors. Then, because he is unfortunately located on the state line between Maine and New Hampshire, with one of his nurseries in the latter state, he has to pay duplicate taxes and license fees for his many cars and trucks. Then, after satisfying the Federal Government and the two states, he finds that 19 of the most important states in which he wishes to do business have special laws calling for one or more of the following: (1) License to do business within the state, (2) bond, (3) taxed tags on every tree or shrub, (4) report to accompany each shipment, (5) special printed certificates to accompany each shipment.

8. An interesting addition to the trials and tribulations of a marketing executive in the liquor industry is the recent decision of the Pennsylvania liquor monopoly to do away with all window displays in the State stores. On the theory, no doubt, that an attractive display might set some youth's foot upon the downward path, as the white-ribboners used to say, the windows

(Continued on page 80)

Five Things You Can Do About It

If you don't want the map of this country to look like 48 Balkan states, there is something you can do about it.

1. Protest to your governor or legislators about any pending legislation which would restrict importations of *any* product from other states.
2. Warn your salesmen against this alarming trend; teach them to talk against it in the trade.
3. If you belong to a business club or association—get the members steamed up over it.
4. Write letters of protest to newspaper editors in the state.
5. Organize a repeal movement against any particularly obnoxious bill on the books today and which is being enforced. Remember: The next law will get you, even if the present ones don't.



"Well—make up your mind!"

Council of State Governments, says, "The same principles of international selling—you have to buy from outside if you are going to sell outside—would apply to a state's attempt to exclude the products of sister states in order to preserve its markets for its own farmers or business men. It is not easy to make it clear, but it is true nevertheless.

"We might begin by assuming that each state had carried out a program of 'autarchy' so effectively as to bar out of its markets all goods not produced within its borders. If imports are a deterrent to prosperity, certainly we should then expect to find all the states enjoying a maximum of prosperity, for no imports would be permitted. Since no state would buy from any other, then no state could sell its products to the citizens of other states. Let us see what would have happened to some of the 48 states of this Republic in such a situation.

"Michigan, with most of the Nation's automobile factories, would have to consume all the cars it produced—it probably wouldn't produce more than 5% of its present volume.

"Maine and Idaho would not export any potatoes beyond their borders.

"The cotton-producing states wouldn't be able to sell even one-third of their present cotton production.

"The great wheat growing states west of the Mississippi would cut wheat acreage about seven-eighths.

"Texas, California, Oklahoma and Kansas would close up a great majority of their oil wells and refineries.

"The corn-hog states would have to consume all their own bacon and lard, or a 'little pig' massacre of unheard proportions would be in order.

"And so on—we could call the roll of the states and every one would be poorer—but why? Surely, someone benefits by measures which are aimed to keep the products of other states out of state markets. This observation is probably correct. A group of favored producers, usually a small group, will gain, while the majority lose on such measures. Generally the small, favored group can see their gain because it is a relatively large one, while the citizenry as a whole don't notice their loss because it seems relatively small and it is so well hidden."

The situation is not hopeless by any means. The 1939 legislatures are killing and pocketing many bills of a type which would have had easy passage in the 1933-1938 era. It is a toss-up whether the problem of repealing existing laws is greater than that of preventing the development of new ones.

The Marketing Laws survey, a WPA Federal research project, is well under way; laws will be classified and reviewed, and the court decisions interpreting them will be analyzed.

The President of the United States has spoken out against these barriers, as have several of his Cabinet aides.

Several governors are fighting to remove the restrictions and nuisances, notably Stark of Missouri, Cochran of Nebraska, and Ex-Governor Allred of Texas.

Last month representatives from 44 states attended the National Conference on Interstate Trade Barriers, held at the Stevens, Chicago. The meeting was sponsored by the Council of State Governments. Governor Stark told the delegates, *"Experience has shown that while a few minority groups reap the benefit of trade barriers, the great consuming public pays the bill.* In fact, these state barriers constitute a subsidy for organized minorities."

Solicitor General Jackson said that under the Constitution the only interstate trade over which the states have restrictive powers are liquors and prison-made goods. "Many states, however, for local interests, are attempting by subtle and indirect means to apply discriminations to other commerce, where they have neither the social nor legal justifications that apply to liquor and prison-made goods."

The Conference will work through the Council of State Governments as a conciliatory agency in attempting to settle state trade disputes and to make interstate compacts as a means to break down the artificial fences.

At next month's Philadelphia convention of the National Federation of Sales Executives, it is expected that "Balkanization" will be a prominent feature, and that the sales executives of the country, the majority of whom are engaged in interstate business and who therefore have the biggest stake in maintaining free trade, will take active, positive steps to combat the evil.

Suppose you had to do business by Pony Express!

When the pony express rider roared out of St. Joe, written messages traveled cross-country only as fast as he could *ride*. Today, by Teletypewriter Service, they're delivered as fast as they're typed.

Are there any traces of pony express days in your communication methods? Or are they keyed to the rapid tempo of today—and tomorrow?

A review of your communication set-up will tell. It may show that Bell System Teletypewriter Service or Long Distance Telephone Service will cut down clerical effort, minimize error, save communication costs, and speed-up customer service.

The important thing is to make this review. Bell System representatives will help. Why not get together with them, as many progressive concerns have already done? Just call your nearest telephone office. No obligation.





Fanchon & Marco's prettiest girls here put over the message of "Standard Unsurpassed," assisted by costume and pulchritude. This number introduces the illustrated map and cut-outs for children and the Travel Tykes Weekly.

Mickey Mouse & Pals Go to Work for Standard Oil of California: Conventions Open Heavy Drive

400 newspapers, far-west magazines, radio, and point of sale media combine to pull army of tourists into Standard gas stations. Glamorous "revues" present plans to S.O. men.

IN the belief that 1939 will represent an all-time high in Far West travel through the stimulus of the Golden Gate Exposition, Standard Oil of California has released one of the largest advertising and merchandising campaigns ever conducted on the Coast.

Directed by McCann - Erickson Agency, the program involves an all-around tie-up with the Walt Disney Studios in which Disney's famed cartoon characters, from Mickey and Minnie and Pluto down to Snow White and the Seven Dwarfs, will appear in outdoor, newspaper and magazine advertising in behalf of Standard products.

Introduced in a series of West Coast sales conventions held in March, the campaign is now under way in 400 Far West newspapers, a group of western magazines, and on outdoor boards. Time signals and 11 radio stations are being used, and there are tie-ups galore in a color comic weekly paper for children, dealer materials, new map give-aways, taxicab advertising in metropolitan areas. . . .

More than 15,000 Standard Oil employees and their families attended the

conventions held in Los Angeles, San Francisco, Seattle and Portland—meetings which must have set half a dozen new all-time highs for elaborateness of showmanship and glamour-in-business. The big show was called "The Standard Parade for 1939."

It opened with a greeting from the master of ceremonies, followed by two typical Disney comedies, "Donald Duck's Lucky Day" and "Goofy and Wilbur." A third short is "A Trip Through Walt Disney's Studios," which illustrated the making of an animated cartoon, and recited his rags-to-riches career. The finale was a scroll reading, "You are wondering what Walt Disney has to do with Standard Oil Co."

Immediately another technicolor cartoon supplied the answer. Mickey Mouse led a parade with the Seven Dwarfs carrying letters spelling out "Standard." Other characters bore additional signs, "Standard goes Disney in 1939—in newspapers, on billboards, in magazines, on station signs," etc. A Big Bad Wolf ended the procession with a sign saying, "How are they gonna do it?"

Whereupon a house curtain dropped

over the screen and, with the rest of the stage dark, a spotlight picked out the B.B. Wolf in person. "They can't do it," he snarled at the audience. Pronto, the spotlight swung to the other side of the stage where Donald Duck quacked, "We can do it. . . . And we'll show you how—right now."

Up came the curtain again, revealing 20 "Standard Motorettes" atop red, white and blue wooden balls, which the girls manipulated through various dance formations. Next, they disclosed assorted S.O. advertisements to the accompaniment of rolling drums, revolving scenery, and the other gyrations of a musical comedy.

The succeeding scene was placed in front of a curtain on which were painted six automobiles facing the audience. At the driver's wheel of each car an opening permitted a girl's head to show through. The master of ceremonies explained that the company advertising was based on a survey of 50,000 Pacific Coast motorists by Ross Federal Research Corp. A girl holding a hand microphone went from car to car and asked one of the six questions used in the actual survey. As each question was put the girl in the car replied "Standard Leads!"

Poster Campaign, Glorified

Scene three discovered a full-size billboard backstage with several ladders in front of it. On one an artist was drawing a billboard design. Seven tumbling acrobats rolled onstage and went through their routine. Each tumbler, when not busy with his act, helped the artist fill in and color certain areas of the billboard. Act and drawing were timed to finish simultaneously, revealing the first of Standard's Disney series, "Donald Duck Looking for More Value Toward Standard Service Unsurpassed."

After the tumblers exited, the 20 girls entered dressed as tramps with packs on their shoulders. They did a precision dance routine, during which the artist cleaned off the billboard leaving it blank. Then the girls took from their packs pieces of colored felt and pressed them on the billboard, building up a second design—a billboard advertising Standard's motor oil.

A soft shoe and acrobatic tap dance foursome followed. They were dressed in sandwich boards which bore on one side facsimiles of S.O. filling station signs. Turned over, the boards disclosed the backs of yellow taxicabs with S.O. tire cover signs.

A Standard service station in the next scene brought on Mickey Mouse

"Something Has Happened in Pittsburgh!"

Partners in Progress



Pittsburgh is justly famed for its great department stores, and Gimbels is one of the most representative of this group. Although youngest in point of years, Gimbels has, through progressive merchandise methods and an aggressive sales policy, achieved an outstanding position among the nation's retail institutions.

A generous use of newspaper space has contributed in a marked degree to the success of Gimbels in Pittsburgh. And it is a source of satisfaction to us to be able to record that in the selection of advertising media, the Pittsburgh Sun-Telegraph has carried a large percentage of Gimbel copy.

IN 1938, GIMBELS PLACED 1,178,880* LINES
And During the Past 10 Years Gimbels Has Placed 12,705,628* Lines
IN THE

*Media Records, Inc.

Pittsburgh Sun-Telegraph

REPRESENTED NATIONALLY BY RODNEY E. BOONE ORGANIZATION
PITTSBURGH NEW YORK CHICAGO DETROIT PHILADELPHIA BOSTON SAN FRANCISCO LOS ANGELES ATLANTA ROCHESTER SEATTLE

From the
**CURRENT
ISSUES**
of
McGRAW-HILL
PUBLICATIONS

SALES

AN ADVERTISEMENT TO AID SALESMEN SELLING TO INDUSTRY AND BUSINESS

HEADLINES

from current McGraw-Hill Publications—that answer the question:
"HOW'S BUSINESS?"

Greater Farm Income, Cheaper
Powered Equipment, Will Spur
Production



Bill Provides \$6,000,000 for
Arsenal Machine Tool Buying



Machine Tool Exports Rise

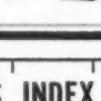
Aircraft Program Helping
Smaller Shops



Union Pacific Buys 15 New
Engines



Electrical Manufacturers' Sales
6% Above Last Year



Increasing Machine Tool Sales
Provide Many Companies with
Best Business in a Year

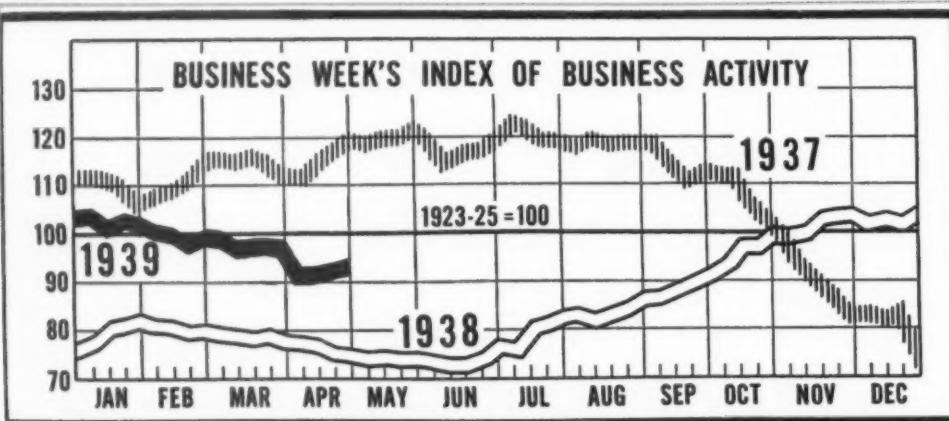
Agricultural Implement
Purchases Expected to Near
½ Billion Mark

G. M. Plans New Factory
for Engine Manufacture

Plane Factories Hum

Within Year, Chicago to Have
\$300,000,000 Transportation
Project Under Way

Commonwealth Edison Will
Spend \$28,000,000 on New
Construction



The PURPOSE of "SALES"

The function of this advertisement is to give to industrial salesmen, (a) The highlights of industrial developments and news as they affect sales. (b) The answers (in a factual, helpful way) to the daily-recurring question all salesmen face: "How's business?" (c) References to current articles which industrial salesmen can immediately profit by reading.

Reprints of SALES are available to sales executives for distribution to their sales forces.

SALES SIGNIFICANCE of the Month's News

The situation contains the materials which could make for a rapid upturn if given a chance. A considerable volume of new corporate financing has been postponed, but is all ready to put on the market when the outlook improves at all. Commercial loans of the banks have been creeping up for the past eight weeks. Demand deposits of reporting member banks, which had been practically level for three months, have jumped sensationaly. They are now close to the \$16,400,000,000 level—nearly \$2,000,000,000 higher than at the beginning of 1938 and almost \$1,000,000,000 higher than at the previous peak of March, 1937. Behind this huge volume of bank deposits lies the swelling force of gold imports and of government deficit spending. The bank credit materials for a business recovery will be at hand, once the crisis clears.

— *Business Week*

It has been many years since industry as a whole has been in such a sound economic position. Inventories are generally low. Many new processes are ready for commercial development. Plants everywhere are heading for expansion.

Although the fairly even rate of manufacturing operations in the chemical consuming industries dipped slightly in February (due largely to the shortness of the month) activities began to rise again as March advanced, and there was a renewal of optimistic forecast for Spring.

— *Chemical & Metallurgical Engineering*

Engineering construction industry's activity is climbing rapidly toward an 8-billion dollar year. Here are some first-quarter gains over a year ago that tell an inspirational story: Waterworks construction up 520%; sewerage up 92%; bridges up 134%; public buildings up 60%; streets and roads up 50%; unclassified construction up 85%. Waterworks and sewerage hit the highest three months in history.

— *Engineering News-Record*

On the surface, things look pretty good. General business trends are up, and the best dope is that they will continue that way until at least the middle of the year.

One of the principal bullish factors at present is the Government's so-called appeasement overtures toward business. Let's be honest and admit that this is largely political in character, and decidedly superficial and insincere. Nevertheless it has been having a psychological effect on the outlook.

For the textile industry as a whole, in fact, we see no reason to change our bullish short-term prediction. Remember we said short-term: six months is our maximum star-gazing period right now.

— *Textile World*

SALES HIGH SPOTS IN THE NEWS
GLEANED FROM INDUSTRY AND BUSINESS



BY McGRAW-HILL EDITORS

PUBLISHED BY McGRAW-HILL PUBLISHING CO. • 330 WEST 42nd ST., NEW YORK

CLOSE-UPS

from industrial articles in McGraw-Hill Publications

THAT AFFECT BUYING

If you sell to INDUSTRIAL CONSTRUCTION

Read "Build the Plant Around the Process" in FACTORY MANAGEMENT and MAINTENANCE. Never has it been so necessary to offset fixed costs by increased manufacturing efficiencies. Never have the handicaps of unsuitable plant buildings been more apparent. When buildings and process fit each other, wastes are eliminated. So FACTORY publishes a 32-page treatment of six recently built plants, each solving a particular problem. Their combined experience provides a thoroughly modern viewpoint for the man selling to industrial construction. For a copy, check

No. 1



If you sell APPLIANCES

Read "The Essentials of Selling" in ELECTRICAL MERCHANDISING. One General Sales Manager has boiled down a sales training course into fifteen words—but like the old "one-man top" it requires a two-page article to put it over—the final two sentences of which read, "In the meantime, remove your fears and adopt this 15-words sales training course. You'll have more money in your pocket when you do." For a copy, ask for

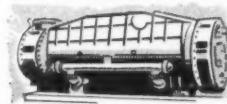
No. 2



If you sell VENTILATION

Read "And It Goes Out Here" in the WHOLESALER'S SALESMAN. The attic fan, where properly promoted, presents a market of big proportions. An Atlanta distributor feels that contractors and dealers have been frightened away from attic fan sales by their belief that the installation presents complicated problems of air conditioning. The article points out how simple the sales job becomes when tackled the right way. For a copy, ask for

No. 3



If you sell to POWER PLANTS

Read "Steam Condensers" in POWER. The condenser installation is far more than a bundle of tubes in a shell. To keep vacuum at the prime-mover exhaust takes at least three kinds of pumps, large and small piping, assortment of valves; and to do this in the best practice requires thermometers, gages, records, etc. In 12 pages, modern surface-condenser practice is illustrated, from fundamental design to every-day operation. Knowing operating conditions always helps your selling. For a copy, check

No. 4



If you sell to FOOD PLANTS

Read "These Food Plants Cut Operating Costs" in FOOD INDUSTRIES. It is an article dealing with the startling savings made in processing costs by modernizing the power generating and distributing equipment. For example, one plant is saving \$6,500 a year on a \$12,500 investment in power generating equipment... another reduced the cost for steam, filtered water and hot water by 90% through the use of records showing where and why these items were consumed. Not only does the story show the equipment that cuts costs but describes the function of the processing services requiring modernization—so that you may be armed with the buyer's viewpoint. For a copy, check

No. 5



If you sell to AIRPORTS

Read "80,000 Words on Airports" in BUSINESS WEEK. The article is not that long. It condenses to a page the copious report made by the Civil Aeronautics Authority after a thorough survey. It finds that most fields are inadequate. For a copy of the story describing airport deficiencies, and where the funds must come from to right the conditions, ask for

No. 6



If you sell to ASSEMBLERS

Read "Industrial Adhesives" in PRODUCT ENGINEERING. Cemented assemblies where the parts are held together by adhesives, may seem strange, but this method of assembly is gaining ground. It has been made possible by many new types of adhesives which are analyzed in a two-page story. If you are selling materials for assembly, you can profit from a knowledge of what's going on. For a copy of the article, check

No. 7

INDUSTRIAL PAPER ADVERTISING CREATES SALES LEADS

To get a new motor before industrial buyers Crocker-Wheeler advertised it last year in a group of 14 industrial publications.

From a program of publicity, display advertising and direct mail they got 3093 leads

53% from the publications
34% from the reprints mailed
13% not identified

Sales went up to what they call "a considerable volume".

One lead credited to PRODUCT ENGINEERING produced orders for \$18,000 in six months.

McGRAW-HILL PUBLISHING CO., INC.
332 West 42nd Street, New York, N. Y.

Gentlemen: Without obligation, please send me full text on the items checked:

No. 1. "Build the Plant Around the Process"
 No. 2. "The Essentials of Selling"
 No. 3. "And It Goes Out Here"
 No. 4. "Steam Condensers"
 No. 5. "These Food Plants Cut Operating Costs"
 No. 6. "80,000 Words on Airports"
 No. 7. "Industrial Adhesives"

Name..... State.....

Company.....

City.....



An almost invisible signature in an inconspicuous corner of the artwork is fame for most advertising artists. But Standard uses a page ad to introduce Walter Disney to an adoring public—and "Standard Unsurpassed" to a marveling Mr. Disney—with interview-type copy which engagingly leads one on to read all about the Ross Federal survey proof that "Standard Leads."

pulling Donald Duck in a rickety wagon. They were on their way to Treasure Island, at the Golden Gate International Exposition. After they secured road maps and directions from the station attendants, they exited. An Austin car then drove onstage. After the attendants had given it service, the 20 Standard Motorettes stepped out of it, one by one, and performed a precision dance number.

At the end of their dance they swung into oblique lines. Two flash-pots were fired, and when the smoke cleared away two nine-foot Donald Duck electrolier signs—service station displays—came into view.

The Four King Sisters, singers, did a tune especially written for the show in the next scene. Called "Come to Treasure Island," it introduced S.O.'s travel advertising for the year in *S. E. P., Sunset* and some 50 to 60 Western publications.

After suitable explanation of the ad program by the master of ceremonies, another song was warbled by the King Sisters: "Travel With Standard—Just for Fun." This led into the emcee's explanation of the new Standard Travel Bureau.

Donald Duck and Mickey Mouse followed in an instrumental comedy act.

Last scene had the 20 Motorettes

enter and ascend dual staircases facing a huge Venetian blind in the center. After an introduction by the master of ceremonies, the Venetian blind opened, disclosing page one of the "Travel Tykes Weekly."

This is a four-page, full color funny paper supplied to Standard retailers for free distribution to children of customers. Its contents comprise stories, illustrated with Disney characters, puzzles, jokes, games, conundrums, etc. The first three issues contain announcements of a large colored map of the U. S., obtainable at any Standard service station.

On cue, the Venetian blind closed and opened again to show this map, 20 by 36 feet. The master of ceremonies pointed out that the map was the basis of a game in which Mickey and Donald start from the Atlantic seaboard and race to Treasure Island.

Each issue of the "Travel Tykes Weekly" will contain colored illustrations of Donald and Mickey in some phase of their race across the continent. These pictures are to be cut out and pasted on 36 spaces of the map by the children following the race. To obtain the "Weekly," of course, they must visit a Standard station.

At the completion of the explanation of the race game map, the show went into a complete cast build-up,

using each member of the cast to bring on stage some of the materials previously shown during the performance. Thus it recapitulated all advertising materials used during the performance, so that just before the final curtain there were on stage all of the 38 performers as well as every piece of advertising material that had played a part in the performance.

The show came to a finale with the King Sisters at the microphone down stage, repeating the chorus of the Standard theme song, "Come to Treasure Island."

This is the first time that an industrial concern has combined professional showmanship of the first order with professional advertising on such an ambitious scale. The big problem was not to let the advertising content kill the show as entertainment, not to have the entertainment overshadow the advertising message. Everyone who saw the "Standard Parade of 1939" says the marriage was a success.

Collaborating on the production were McCann-Erickson and the Fan-chon and Marco Studios of New York and Hollywood. The show was entirely new, including settings, songs, acts, costumes. McCann - Erickson wrote the script, the Studios supplied the talent, the scenery and costumes and routed the road unit of 50 persons.

Executives Accompany Show

With the show went Standard officials and McCann-Erickson admen, including: J. H. MacGaregill, general manager, marketing; H. B. Fairchild, general wholesale sales manager; E. D. Thompson, manager, sales development department; E. M. Burnham, manager, motor fuel division; C. S. Lincoln, manager, lubricant division of Standard Oil; E. J. McClanahan, general retail sales manager; R. H. Cuyler, manager, merchandising department of Standard Stations, Inc.; and H. G. Anderson and H. W. Thomas, of the San Francisco office of McCann-Erickson, Inc.

The "Standard Parade of 1939" was the first part of the regional sales convention conducted by the company and advertising executives in the four Coast cities of Los Angeles, San Francisco, Seattle and Portland. A flesh show, not to mention Disney films, is just as much of an innovation for a sales convention, regional or otherwise, as it is for advertising. The reception accorded the first part of the convention by branch employes of the company, by Standard Stations, Inc.,

(Continued on page 56)





★ ANOTHER TIMELY DISPLAY



Quick HEADACHES · DISTRESS OF COLDS
Relief for COMMON ACHES AND PAINS
MUSCULAR FATIGUE
TOO MUCH FOOD OR DRINK

★ CREATED AND
PRODUCED *by* FORBES



Making ALKA-SELTZER an everyday BUY-WORD

STOPPING shopping eyes, with timely and seasonal display material, persistently, consistently and insistently . . . in store windows . . . on store counters . . . on store walls . . . and out on the dealer's floor.

Presenting ALKA-SELTZER . . . repeating ALKA-SELTZER . . . reiterating, shouting, drumming, hammering home the story of ALKA-SELTZER . . . forever KEEPING that familiar trade name FAMILIAR, by intelligently maintaining point-of-sale contact between shoppers and ALKA-SELTZER.

Shrewd, keen merchandising, that . . . and it's made ALKA-SELTZER an everyday buy-word.

MORAL: { To increase sales, cultivate shop-
pers who are in a buying mood,
with point-of-sale material created
and produced by FORBES.

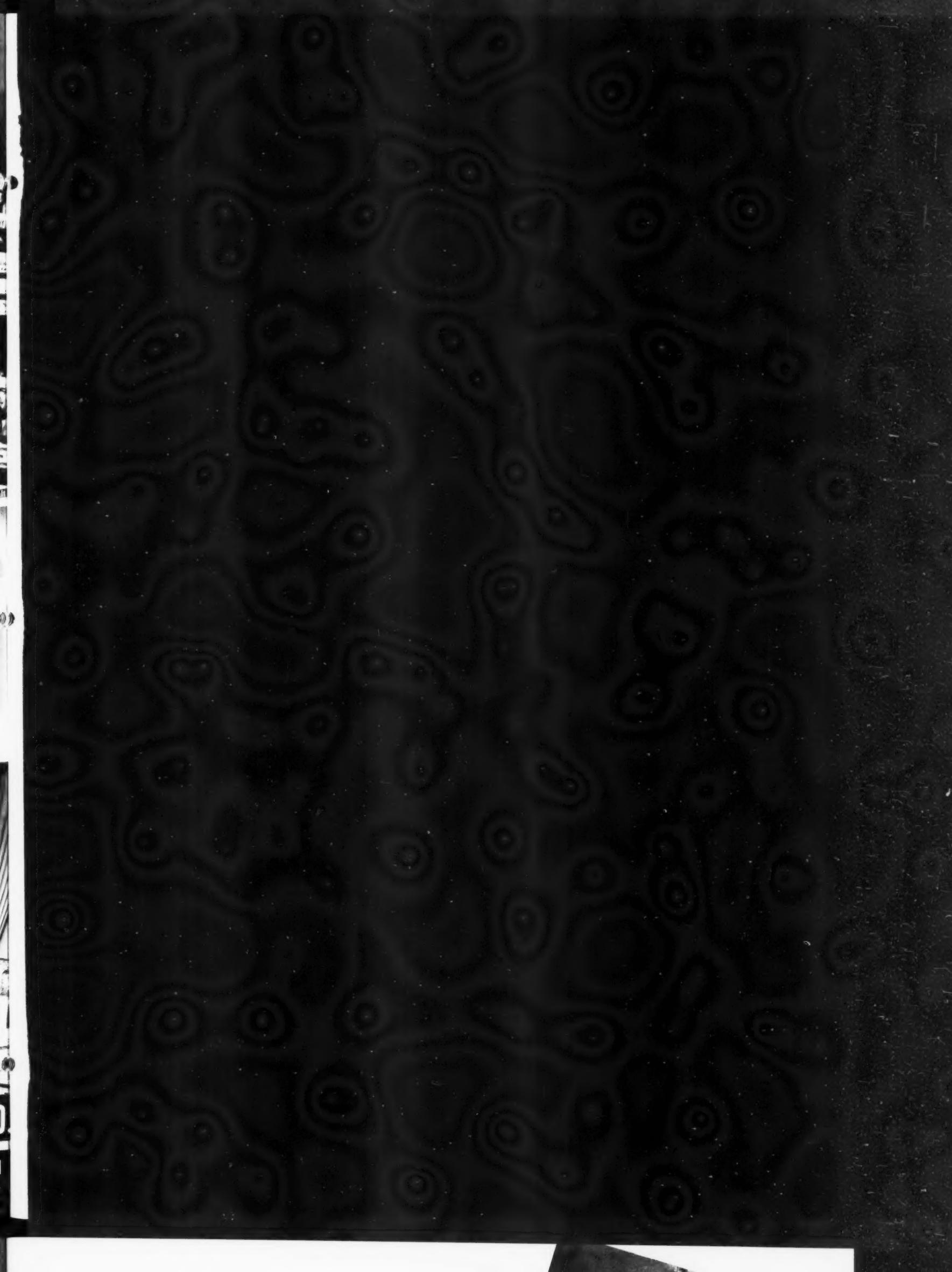


Floor Stand



FORBES
NEW YORK • CHICAGO •

LITHOGRAPH CO.
P. O. BOX 513 • BOSTON
CLEVELAND • ROCHESTER • DETROIT



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Training 'Em to Trade Up: How Ozite Put Over a Sales Lesson

A slide film did it. It's called "Sales Lost and Found," and buyers are enthusiastically begging for showings.

If you, a salesman, chanced to overhear a woman customer telling a friend how and why you fell down on a sales job—fumbled it badly—would you take the lesson to heart and be sport enough to send her a bouquet of flowers with a "thanks for the lesson?" That's the theme around which the Clinton Carpet Co., Chicago, sales outlet for Ozite rug cushion, has built a slide film.

Clinton's Promotionist Phelps tells us that the film is in big demand by department and other stores because of the many lessons it contains. Too, in one Michigan city recently, it actually opened up two new accounts in a single day. Buyers, hearing of the film, asked to see it and when it was oversigned up for Ozite.

"With a story that good," said one, "we can't afford *not* to have it in stock."

The picture opens with a nicely groomed young salesman showing a young wife rugs and rug cushions. She finally walks out on him. That noon he is lunching with an older salesman for the firm and is very downhearted. He's telling the older man about the sale that failed when he spots the customer at the next table.

"There she is now," he whispers. Then, to his discomfiture, he hears her discussing him with a friend. She says:

"He was nice enough but—all he wanted to talk about was how cheap their price was and how *this* was 'special' and *that* was 'special.' He just wasn't any help to me. I don't think he knows very much about rugs or interior decoration. If he did he might have found something I like."

The flabbergasted salesman, we may assume, had a very red face at this point. His friend, the older salesman, steps in with some advice. He says:

"Don't take it for granted that your customer is shopping for a price bargain. Talk quality, always. Make good, sound, suggestions. Remember that the average woman buys only two and a half rugs per room during her entire life. From her point of view she is spending a lot of money. It's

(Above) Discouraged by a fruitless hour spent with a customer who finally walked out on him, the young hero of "Sales Lost and Found" has his morale shaken further when he overhears the same woman, lunching at the table next to his, discussing his shortcomings as a salesman.

Our hero's luncheon companion, an older salesman in the rug department, follows up some good advice with a demonstration: Tells a woman who buys a \$39.50 rug how Ozite will make it last longer and look richer.

The youngster tries out his new technique on a young wife . . . shows an intelligent interest in her rug-within-a-budget problem, and proves that the purchase of a quality rug-pad will be both an economy and a source of lasting satisfaction.

a serious problem with her and she wants help from someone who knows.

"Learn to approach your customer as a problem-solver. Show her that you are trying to sell her something that will give her complete satisfaction. Be an advisor. Assume that she has a decorating problem. Nine times out of ten your assumption will be correct. Your position will be strengthened."

That's all preparation for a lesson in selling Ozite which is a hair cushion. The younger salesman is shown suggesting a cheaper, vegetable fibre cushion. The older salesman says:

"Why didn't you try to sell her the best rug cushion?"

"Because she was buying an inexpensive rug. She's a fireman's wife.

I didn't dream she'd ever buy, for instance, an Ozite."

"You should have shown her how the finest rug cushion, Ozite, is what she should buy, because the cushion supplies the wearing qualities the inexpensive rug does not possess," the older man replied. "Show her how it would make it appear more costly and give it years of added life. Show her that an Ozite rug cushion actually makes the rug worth more than its sales price."

"Demonstrate its value. Put an

(Continued on page 65)



HEY! THINGS WHEN THE



THE GIRLS LOOKED WELL IN SKIS

One Winter Sport Clothes Feature in one issue of the Ladies' Home Journal prompted 221 different store tie-ups in 109 cities — literally helped thousands of women tie twenty-nine states and the ski-slopes. They covered and more retail stores every month are finding it profitable to use Journal display material to tie in with the vitality of the Journal. In passing, we note that a manufacturer has featured a Journal blouse in his spring catalog. When you see it in the pattern you may be sure it will turn up in many other places!



LETTER TO THE EDITOR

Gentlemen: Our class has enjoyed your story of Saranga. Our teacher is going to let us give play of Saranga next month. A girl in our class written us a very nice play of Saranga. Our class cannot wait until the next issue of Ladies' Journal comes out." Read by a teacher, acknowledged by a pupil, staged by a class — the response to the Journal. But it is just as many. In schools, in stores, in homes, in section of the country, things happen when Journal comes out.



Ladies' Home

DO HAPPEN

JOURNAL COMES OUT.



THERE SITS POOR RIP

Sometimes Journal editors get spanked! Take two lines on page 60 of the January Journal, ". . . and there sits poor Rip, outlined against a bank of snow, his lonely eyes watching us drive away in. "What happened to Rip?" Letters began to pour in. "What happened to Rip?" "Did she take care of him?" And still more letters! "Did she could she have left him?" The editors were obliged to publish a note of reassurance in a later issue! Just one incident in many; but it is typical and you'll never find readership records like these in the cold figures of statistical surveys.



THEY CALLED THEM "JOURNAL CURTAINS"

In one of the largest department stores in New York, a strange thing happened. People started to ask for towels—strange thing happened. More and more women asked. The store sold out of this sort of toweling. Bought more. Sold it. Scoured New York for more! They had run no advertisement, no special. You guessed it. The Journal had come out—and things were happening. Editorially, a picture of kitchen curtains had appeared in the Journal, and they were made of toweling. The store clerks named them "Journal Curtains."

JOURNAL

VITAL NEW JOURNALISM FOR TODAY'S WOMEN

SMASH! ...GO THE RECORDS

FAWCETT WOMEN'S GROUP advertising revenue
GAIN February, 1939, over February, 1938
23.5%

FAWCETT WOMEN'S GROUP advertising revenue
GAIN March, 1939, over March, 1938
12.6%

FAWCETT WOMEN'S GROUP advertising revenue
GAIN April, 1939, over April, 1938
24.8%

FAWCETT WOMEN'S GROUP advertising revenue
GAIN May, 1939, over May, 1938
6.7%

FAWCETT WOMEN'S GROUP advertising revenue
GAIN June, 1939, over June, 1938
16.3%

LARGEST REVENUE ANY ISSUE
IN FAWCETT HISTORY

DOODLES INSPIRED BY A. B. REINCKE

P.S.

FAWCETT WOMEN'S GROUP advertising revenue
GAIN July, 1939, over July, 1938
40.4%

Largest Revenue Any July Issue
in Fawcett History

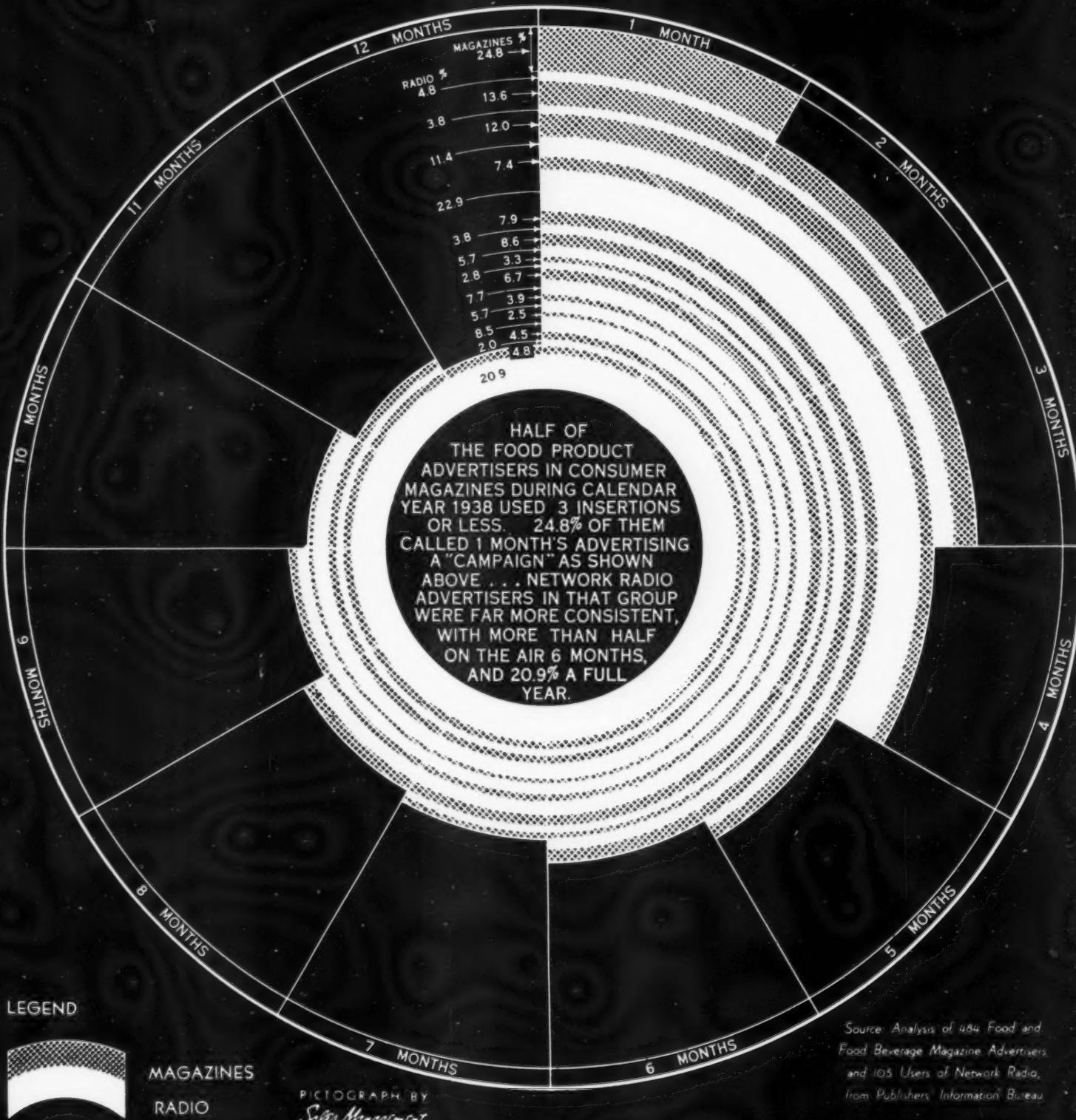
Marketing

PICTOGRAPHS

Planned by Philip Salisbury,
Executive Editor, and designed
by The Chartmakers.

DO AMERICAN FAMILIES EAT ONLY 3 TIMES A YEAR?

Lack of continuity of insertion schedules imply small appetites or long memories.



NOW LET THE FARMER'S DAUGHTER TELL YOU ONE



*don't talk
down
to the farmer*

● Debutantes? Guess again! May we introduce (left to right) Shirley Mills, Illinois; Jeffie Poland, Louisiana; and Barbara Beebe, Iowa—at lunch in Chicago's Hotel Stevens. All three are *farm girls*, present at a recent 4-H Club Congress in Chicago. They read *The Country Home Magazine* and are representative of the 500,000 who attend the Club's charm schools each year.

A SMART young miss—the modern farmer's daughter! And why not? Charm schools are graduating a half million of her every year, schooled in the art of wearing clothes and make-up.

The result? In a half million more farm homes each year dressing tables are cluttered with creams and cleansers . . . mirrors and sewing machines work overtime . . . budgets are stretched to meet her new demands. Most important of all, the horizons of a half million farm families stretch, too, as they reach out with her for a richer, fuller life.

Catering to this new farm freedom born of a

single generation—is *The Country Home Magazine*. Brilliant, colorful, exciting, it is today's oracle for the eager element in rural America.

Have you seen the new *Country Home*? Pick up the May issue. Read the first paragraph of the smashing lead story—*POLITICS TAKES THE PLOW*—and see if you can put it down. It's packed with dynamite! Then skip to the women's section and you'll see why smart rural moderns use its pages to *stay smart*.

*And . . . you'll see why more farmers
SUBSCRIBE to *The Country Home* than
to any other magazine!*

THE Country Home Magazine

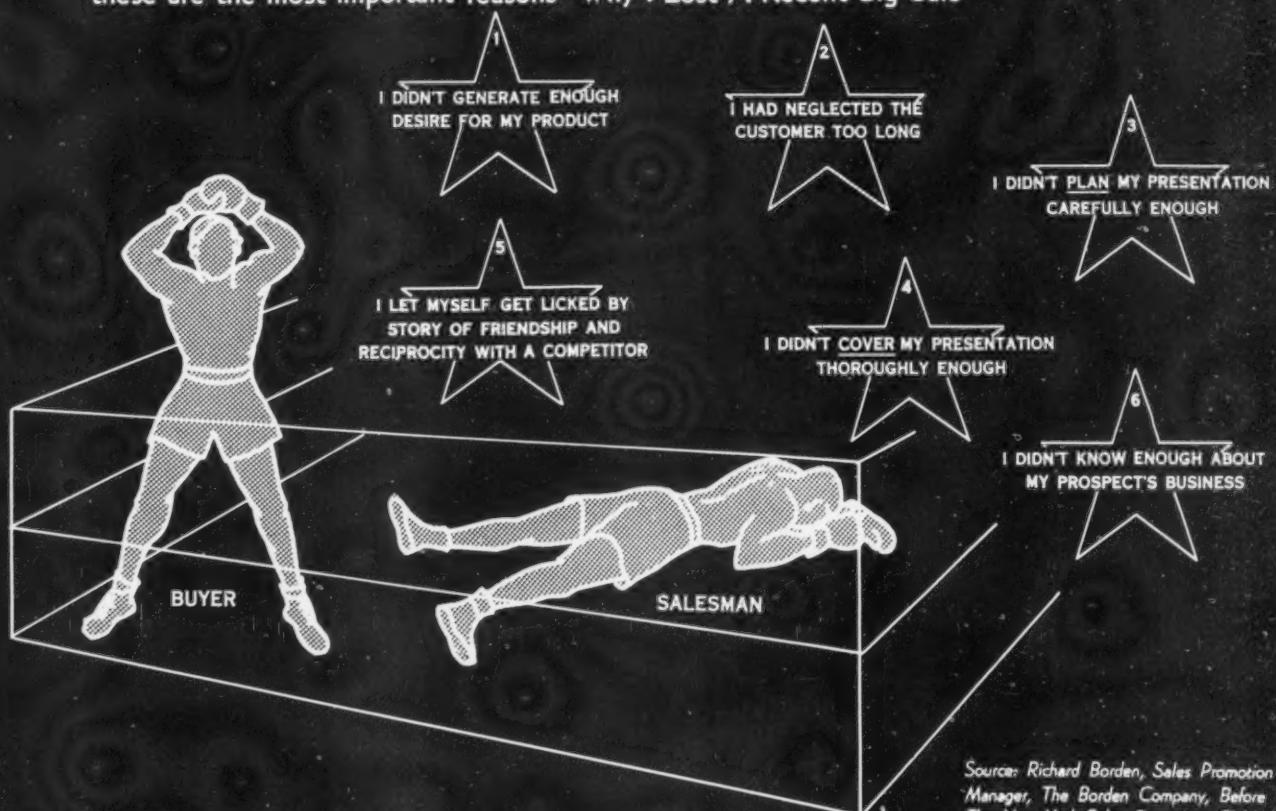
THE MAGAZINE OF FARM MARKET "A"
THE CROWELL PUBLISHING CO., 250 PARK AVE., NEW YORK





SIX REASONS WHY SALES DROP DEAD

A survey among several thousand salesmen and sales executives reveals that these are the most important reasons "Why I Lost A Recent Big Sale"



PICTOGRAPH BY
Sales Management

Source: Richard Borden, Sales Promotion Manager, The Borden Company, Before The New York Sales Executives Club.

A PICTURE OF THE COMPOSITE AMERICAN MAGAZINE

A line-by-line check of the contents of every 1938 issue of 32 leading consumer magazines reveals 60-40 balance between editorial and advertising.

For every 1,000 lines of advertising, the composite magazine offered 1,543 editorial lines, divided:



FICTION
422 LINES



GENERAL INTEREST & MISCELLANEOUS
287

AMUSEMENTS 62



WEARING APPAREL
171



NATIONAL AFFAIRS
83



PERSONALITIES 75



HOME FURNISHING 67



FARMING & GARDENING 61



FOREIGN AFFAIRS 59



BUILDING & MODERNIZATION 47

SPORTS 40



FOOD 39

TRAVEL & TRANSPORTATION 34

CHILDREN 32

BUSINESS & INDUSTRY 28

HEALTH 19

BEAUTY 17

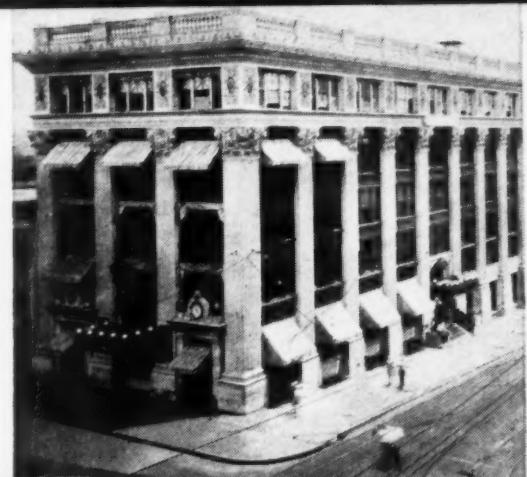
PICTOGRAPH BY
Sales Management

Source: The Editorial Analysis Bureau
of The Lloyd H. Hall Company.

Some of the
Significant Milestones
in the Progress and
Growth of the Oklahoma
Publishing Company.



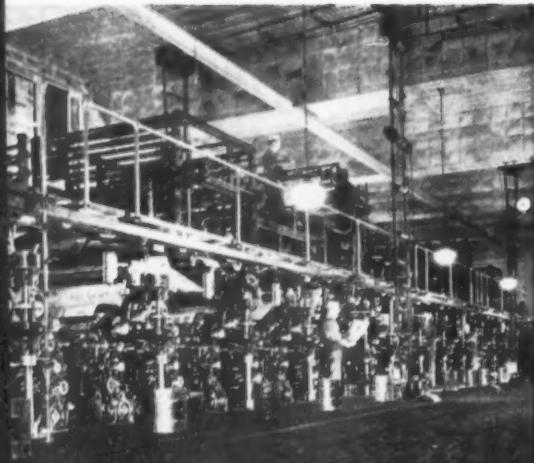
1903—E. K. Gaylord and associates organize The Oklahoma Publishing Company and purchase The Daily Oklahoman.



1909—Outgrowing two homes in rapid succession, this new home was built and occupied to anticipate future expansion.

1911—Sop of western fm fo

Principles



1930—New million-dollar mechanical plant opened. New 12-jolt Goss and modern equipment made it finest in Southwest.



1931—Mistletoe Express Service, unique motorized distribution system organized to speed statewide delivery of Oklahoman and Times.

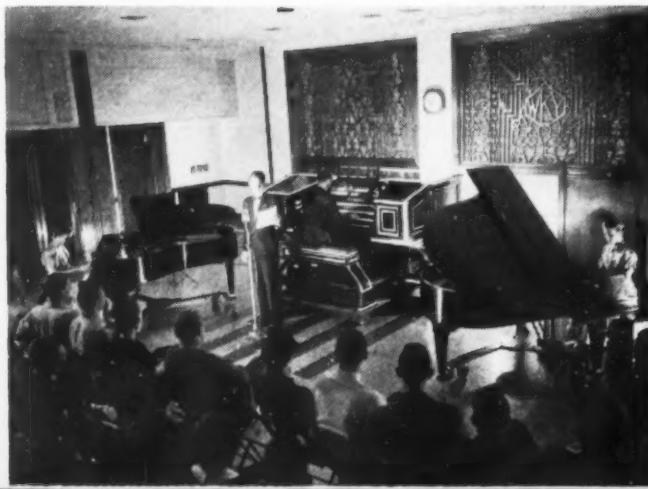


1935—AP Wirephoto installed. The Oklahoman and Times were charter members of original network.

NEVER MARKS TIME



1936—KVOR, Colorado Springs, purchased by The Oklahoma Publishing Co.



1936—Station WKY opens new studios, largest, finest and most complete in Southwest. Begins experimental ultra-high frequency broadcasts.



1938—WKY's new 200-watt mobile transmitter for on-the-spot coverage of special events put into service.



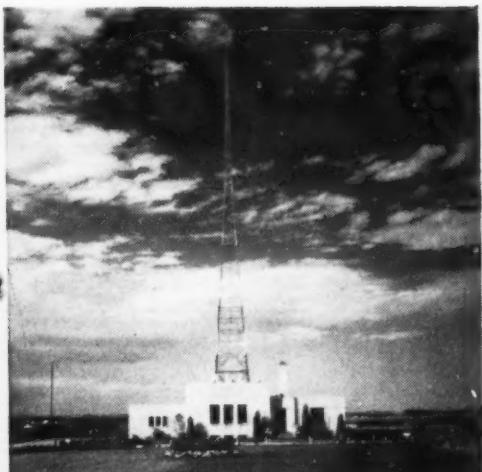
1911—Shop of Weekly Oklahoman broadened to serve Southwestern farm folk, becomes semi-monthly Farmer-Stockman.



1916—The Oklahoma Times, city's first daily, purchased. Became the Oklahoma City Times, afternoon edition of the Oklahoman.



1928—Station WKY, Oklahoma City, purchased and completely new studios and transmitter built.



1935—Station KLZ, Denver, acquired by stockholders of The Oklahoma Publishing Company.

TIME!



1939—Oklahoma City's 50th birthday commemorated with 292-page edition of The Sunday Oklahoman on April 23d.

For 36 years, The Oklahoma Publishing Company has been growing by serving a great city and a great state.

● In 1903 a one-story, twenty-two foot building was more than enough space to accommodate all Oklahoma Publishing Company operations . . . the business of putting out what was even then the most wide-awake, aggressive morning newspaper in Oklahoma.

In 1939 sixty-five of the Company's 379 agencies in the state require more space than this . . . and Company activities have expanded to a point where one out of every thousand persons in Oklahoma is serving his neighbor and his community through his connection with The Oklahoma Publishing Co.

Keeping pace with Oklahoma has not been an easy job. But as the nation's third youngest state pauses to celebrate its golden anniversary, it finds it difficult to untwine the closely interwoven histories of this great commonwealth

and its greatest public service agency.

The advance has been made on solid ground through the coordination of individual effort, talent and brilliance plus a continued application of new and improved methods. When newer fields of service have come into being, as radio or wire-photo, investments in these have been made. When newer areas of business have looked promising, Company activities have been broadened to include them.

Both Oklahoma and The Oklahoma Publishing Company have come far in the past fifty years in making this the metropolis of the Southwest . . . but progress never marks time and The Oklahoma Publishing Company looks forward to even greater strides in the future by an untiring unification of its men, methods and machinery.

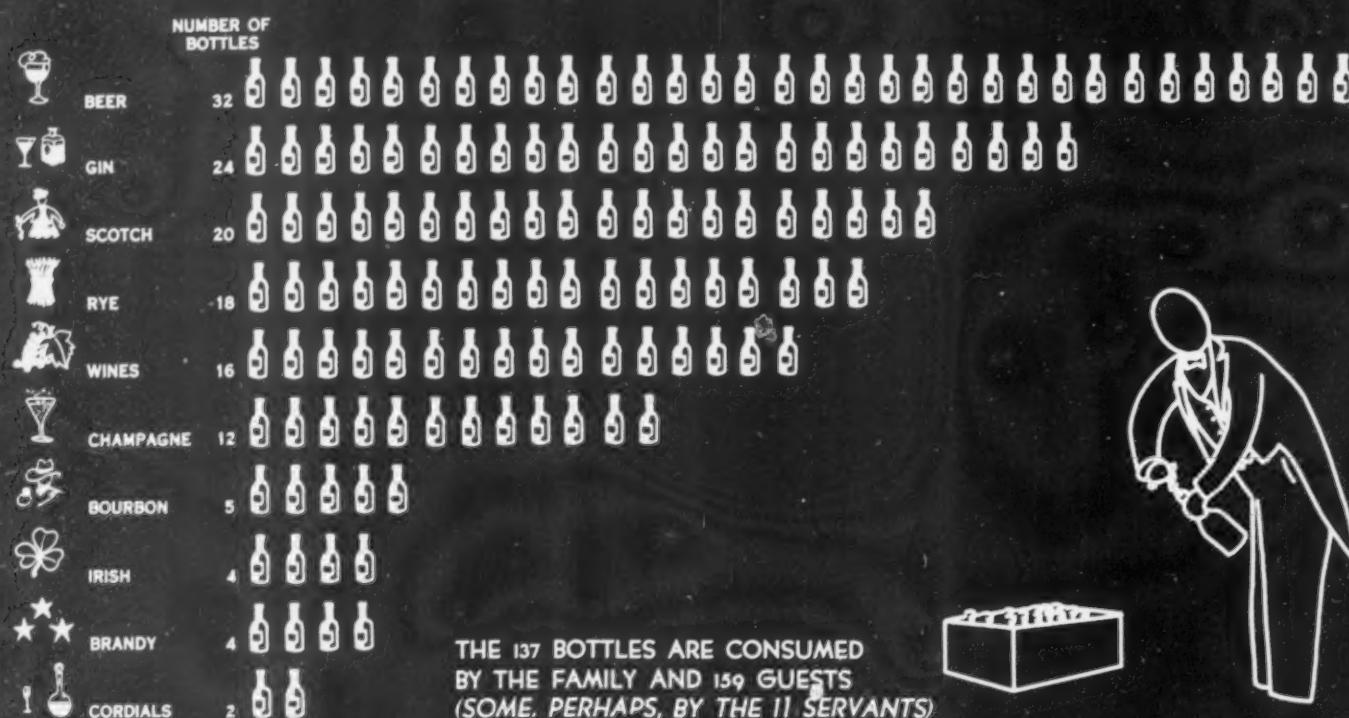
THE OKLAHOMA PUBLISHING COMPANY

Oklahoma City, Oklahoma

The Daily Oklahoman * Oklahoma City Times * The Farmer-Stockman * Mistletoe Express Service
WKY, Oklahoma City * KVOR, Colorado Springs * KLZ, Denver (Under Affiliated Management)
REPRESENTED NATIONALLY BY THE KATZ AGENCY, INC.

HOW THE UPPER CRUST DRINKS

Returns from a survey made among butlers indicate this average monthly liquor consumption in rich men's homes:



PICTOGRAPH BY
Sales Management

Source: Returns from 100 Subscribers
to the Staff Magazine; Survey sponsored
by Town & Country Magazine

HOW MUCH CAN ADVERTISERS INFLUENCE?

81¢ out of every \$1.00 expended by FARM families



68¢ out of every \$1.00 expended by CITY families



ADVERTISER-INFLUENCED

FOOD	28.1%
CLOTHING	15.8%
AUTOS	14.1%
MEDICAL CARE	7.5%
FURNISHINGS	4.8%
RECREATION	3.3%
PERSONAL CARE	2.5%
TOBACCO	2.3%
OTHER ITEMS	1.1%
READING	1.1%
OTHER TRAVEL	.3%
TOTAL	80.9%

	FARM	CITY
% OF TOTAL CASH EXPENDITURES OF AVERAGE FAMILY		
HOUSEHOLD OPERATION	30.6%	
GIFTS, TAXES	10.0	
HOUSING	6.5	
EDUCATION	5.0	
TOTAL	3.5	
ALL EXPENDITURES	2.2	
	2.0	
	1.0	
	1.7	
		100.0
		100.0

NOT ADVERTISER-INFLUENCED

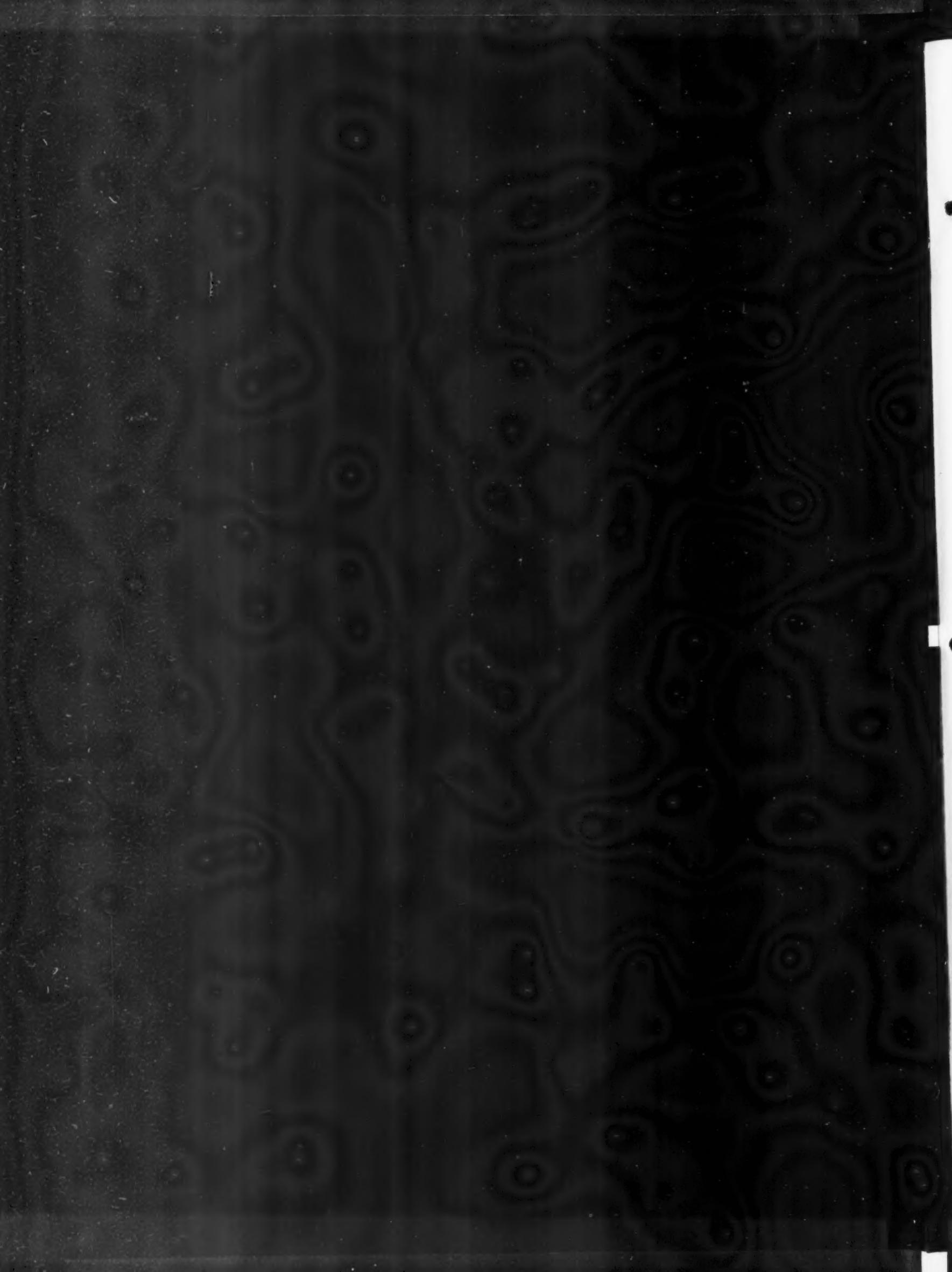
HOUSEHOLD OPERATION	10.5%
GIFTS, TAXES	4.5
HOUSING	2.5
EDUCATION	.6
TOTAL	19.9

	FARM	CITY
% OF TOTAL CASH EXPENDITURES OF AVERAGE FAMILY		
HOUSEHOLD OPERATION	10.5%	5.0%
GIFTS, TAXES	4.5	4.1
HOUSING	2.5	22.0
EDUCATION	.6	.8
TOTAL	19.9	31.9

PICTOGRAPH BY
Sales Management

Source: "How Farm Families Spend Their
Money," *Successful Farming*, 1939.





WITHIN THE "GOLDEN HORSESHOE"



MOTOR VEHICLES HERE CONSUME MORE THAN
Three Hundred Million Dollars
IN PETROLEUM PRODUCTS ANNUALLY

"Ten gallons please." Imagine repeating that purchase two hundred million times and you have some idea of the gasoline consumed within the "Golden Horseshoe," the newly discovered metro-rural market of the Middle West. Here, almost two billion gallons are consumed annually, practically as much as in the entire state of New York. Sales on petroleum products alone climb above three hundred million

dollars every twelve months. And so they go on other products too. No matter what you sell, consider well the gold within the "Golden Horseshoe," its two and one quarter million buyers who buy. And welcome news is the fact that this market can be blanketed effectively and at minimum cost through the "Great Stations of the Great Lakes" . . . WJR in Detroit and WGAR in Cleveland!

THE GREAT STATIONS

W·J·R
THE GOODWILL STATION
Detroit

BASIC STATIONS . . . COLUMBIA BROADCASTING SYSTEM ★ EDWARD PETRY & COMPANY, INC., NATIONAL SALES REPRESENTATIVES



OF THE GREAT LAKES

W·G·A·R
THE FRIENDLY STATION
Cleveland

MRS. AMERICA SPENDS \$7.00 ON HER FACE

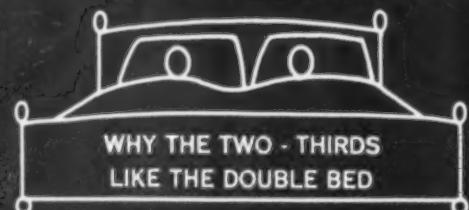
Last year the 37 million women over 18 bought facial cosmetics with a retail value of more than a quarter billion dollars -- not including beauty shop treatments. The average woman paid the following for major items:



Source: *Toilet Requisites*, February, 1937.

AND SHE GOES BACK TO THE DOUBLE BED

A 1939 survey among married women shows that more than two-thirds now prefer a double bed -- and not the standard 54", but the double-double, up to 78".



CLOSE PROXIMITY OF A
PARTNER IS REASSURING
AND RESTFUL



DREAD SLEEPING ALONE



ACCUSTOMED
FROM CHILDHOOD



DREAD COLD BEDS



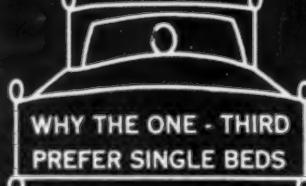
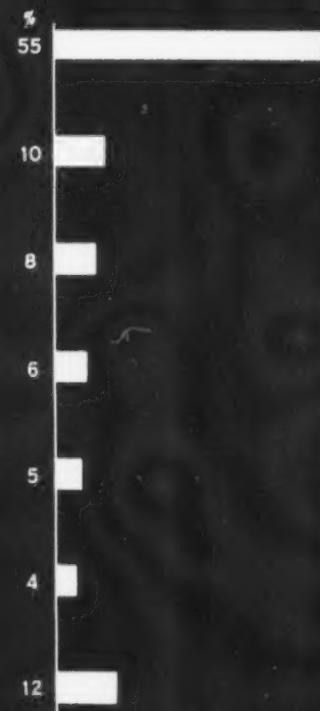
THEIR ONLY CHANCE
TO TALK TO HUSBANDS



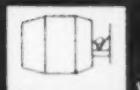
IMPROVE CHANCE FOR
DOMESTIC HARMONY



MISCELLANEOUS, INCLUDING
"DIFFICULT TO CONTINUE A
QUARREL IN A DOUBLE BED,"
"TWIN BEDS ARE DEDIMENT
TO HEALTHY SEX LIFE."



INCOMPATIBILITY OF
SLEEP HABITS



WANT PRIVACY



PARTNER SNORES



READ IN BED



DESIRE TO SPRAWL OVER
ENTIRE WIDTH OF BED



DOUBLE BED OVER EMPHASIZES SEX

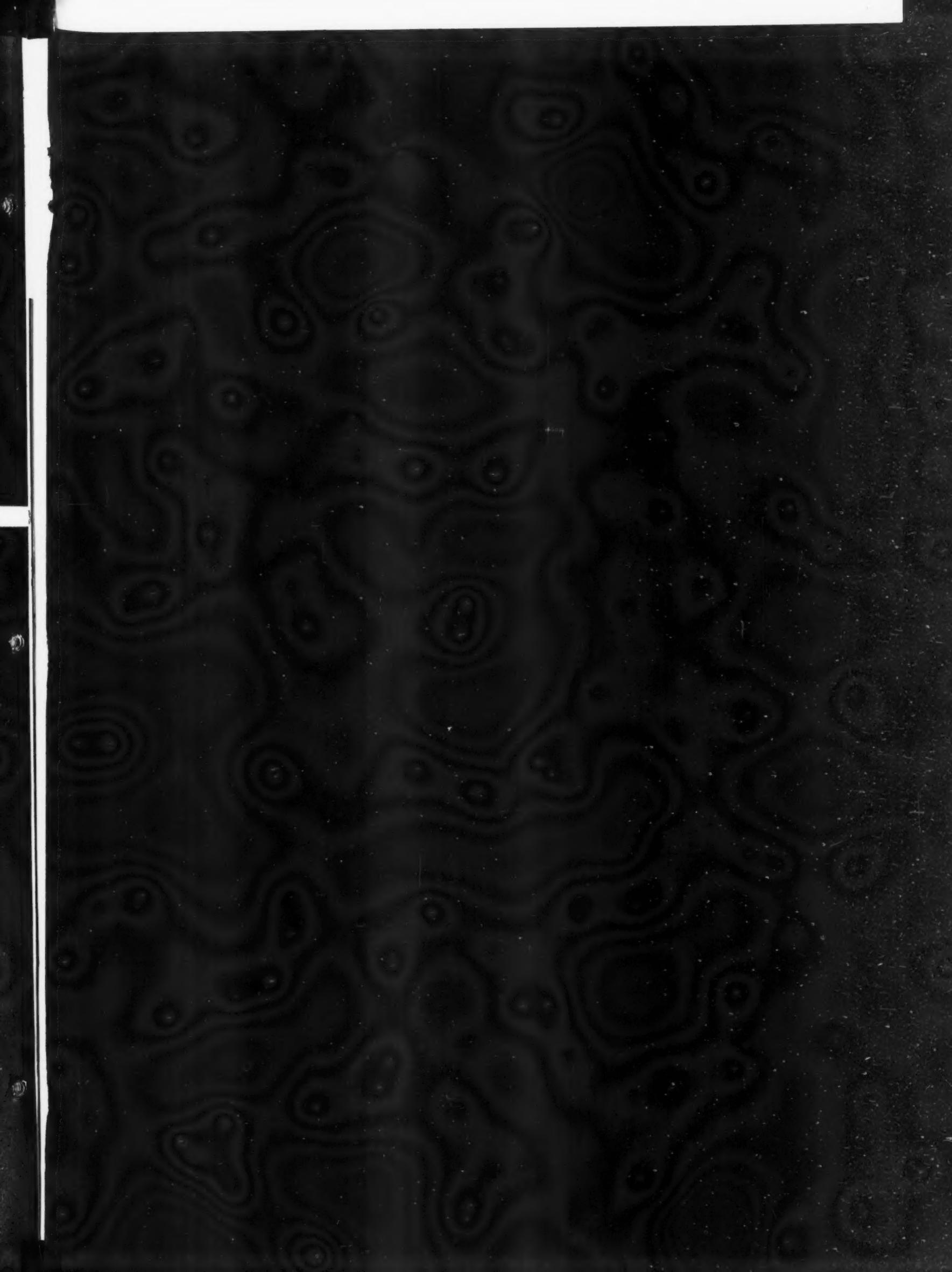


MISCELLANEOUS, SUCH AS PROTECTION OF INDIVIDUALISM.



PICTOGRAPH BY
Sales Management

Source: Survey among 300 women by Norman Dine of Lewis & Conger's Sleep Shop





Some Comments on the Pictographs in This Issue

Do American Families Eat Only 3 Times a Year?: The headline is slightly exaggerated to gain attention, but the point involved is extremely important—how can advertisers hope to get either consumers or the retail trade excited about their product if the advertising appears only one, two or three times a year? One of the greatest contributions made by the radio industry to advertising is the cycle method of selling, which prevents advertisers from running "nibbling" campaigns. In this same issue see the article on page 50 by Brass E. Tacks on this same subject of one-time advertising.

Six Reasons Why Sales Drop Dead: At the New York Sales Executives Club luncheon forum on the subject of lost sales, 16 major reasons were developed.

A Picture of a Composite American Magazine: This original study shows the extraordinary wealth of background material which the editors of today supply to advertisers.

How the Upper Crust Drinks: While the quantity of sales to the upper crust families is much greater than to ordinary households, the one and two choices—beer and gin—are just what you find on the wrong side of the tracks . . . *How Much Can Advertisers Influence?*: This analysis of what happens to farm incomes as compared with those of city families ties in closely with a study made by SM several years ago which shows that \$823 cash money to the farmer equals \$1,417 to the city family.

Mrs. America Spends \$7 on Her Face: Any SALES MANAGEMENT reader who makes a research of this kind in his own household will doubtless find the average is several times as great as the comparatively modest \$7 facial expenditure made by women as a whole . . . *And She Goes Back to the Double Bed*: SM editors realize every so often—perhaps not as often as they should—that their readers lead private as well as business lives and that there is every reason for publishing material from time to time which will help or amuse—at least interest—the after-business-hours lives. Since a third of the average person's time is spent in bed we advance this Pictograph with the full realization that in this issue we have accounted for two-thirds of our readers' lives during the coming fortnight. And so to bed!

Greater COVERAGE of a Richer TROY

Advertising in the Troy market now becomes even more effective as The Record Newspapers, the city's sole dailies, reach new circulation peaks*, give even more intensive coverage of the A.B.C. City Zone (1930 population, 119,324) and the trade area.

Sales opportunities in Troy are the greatest in years, for industrial expansion in the past 12 months has added many hundreds to payrolls. New concerns have furnished more than 800 jobs; the United States Arsenal, expanding to meet the Nation's arms needs, has already put 400 additional men to work.

For only 12c per line The Record Newspapers make available to you this greater coverage of a richer market through a single medium. Troy is New York State's lowest cost major market.

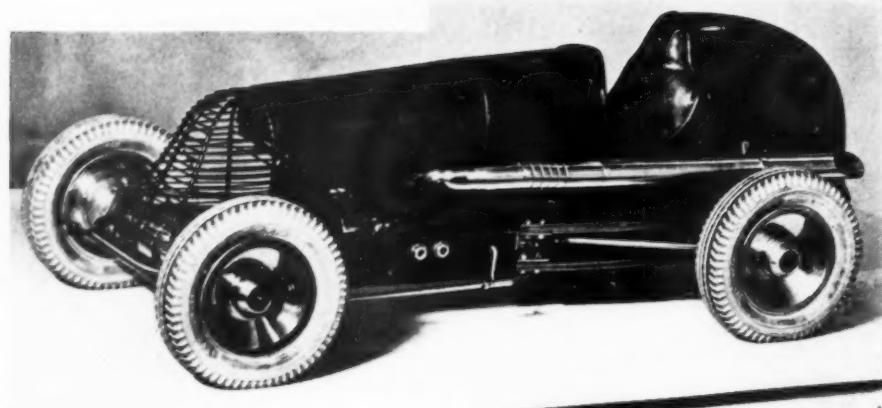
*34,008 Copies
Average Daily Net Paid Circulation,
March, 1939,
A.B.C. Publisher's Statement

USE NEWSPAPERS FIRST
—No other medium offers
so much for so little!

THE RECORD NEWSPAPERS
MORNING and EVENING

J. A. VIGER
ADVERTISING MANAGER

A couple of months ago a Dutch liner outward bound from New York radioed back to Quarantine that an airplane had just crashed on its deck. The ship suffered no great damage; the plane was a sea-going miniature! The worship of such mighty midgets is by no means confined to such youngsters as the little girl below: Thousands of grown-ups are fans.



Top speed on a test run of the miniature racing auto shown above was 63 miles per hour—still considered pretty fast by almost any Papa in almost any family bus. The little front-wheel drive racer was designed and built by E. C. Brannas, has an 18" wheel base, 24" overall length, weight—ready to run—of 17 pounds, and is powered by a Syncro Ace gasoline motor.

Midget Motor Volume Mounts When Millions Turn to Model Making

THE internal combustion engine, which has already revolutionized transportation on land and sea and soared into the air, now bids fair to change the recreational habits of the nation.

For the same type of gasoline engine that made the automobile, the motor truck, and the airplane practicable has now been adapted to meet the requirements of model builders and hobby enthusiasts of all ages. As a result, a new industry has sprung into being. Prospects for such motors are estimated to number 25,000,000 or more, and most enthusiasts have more than one motor.

Consider, for example, the experience of Syncro Devices, Inc., Detroit. This corporation was formed in 1935 for the purpose of producing a jig-saw with self-contained power unit. It has been and is successful with the saw. But C. W. Rogers, Syncro president, soon learned that one of the largest groups of such saw customers were model airplane builders. He learned that nearly all large cities, and many small ones, have clubs and other organizations that design, build, and fly model airplanes. The "power plant" of most such planes was nothing more than a twisted rubber band. Many of them are still so powered.

Mr. Rogers himself did not perfect a miniature motor. But when, in 1937, he got a chance to manufacture

one designed by John L. Doll, he seized the opportunity. The "mighty midgets" have been coming off the Syncro assembly line in rapidly increasing numbers ever since. In 1938 Syncro produced about 3,000 motors. In 1939 Rogers says a cautious estimate is 10,000. "However," he added, "we have some plans pending that may increase production far beyond that figure."

While the motor of a powerful automobile and that of a child's model airplane, boat, or automobile are of the same type, and use the same fuel, there is a sharp contrast between them in such details as size, weight, fuel consumption and cost. Syncro produces three models, the largest of which weighs just 11 ounces. The smallest weighs only three and three-quarter ounces. Yet this tiny device is a complete and practical gasoline motor that will pull a model airplane through the air at a speed of a mile a minute. It can be fueled with a small funnel, but some owners feed it gasoline with a medicine dropper. The "big" one holds three and three-quarter ounces of fuel; enough to operate it for 15 minutes at a speed of a mile a minute. Horsepower of the two sizes is about one-eighth and one-quarter, respectively. Prices are \$9.95 to \$13.75.

Such motors are designed for use in model airplanes, boats and auto-

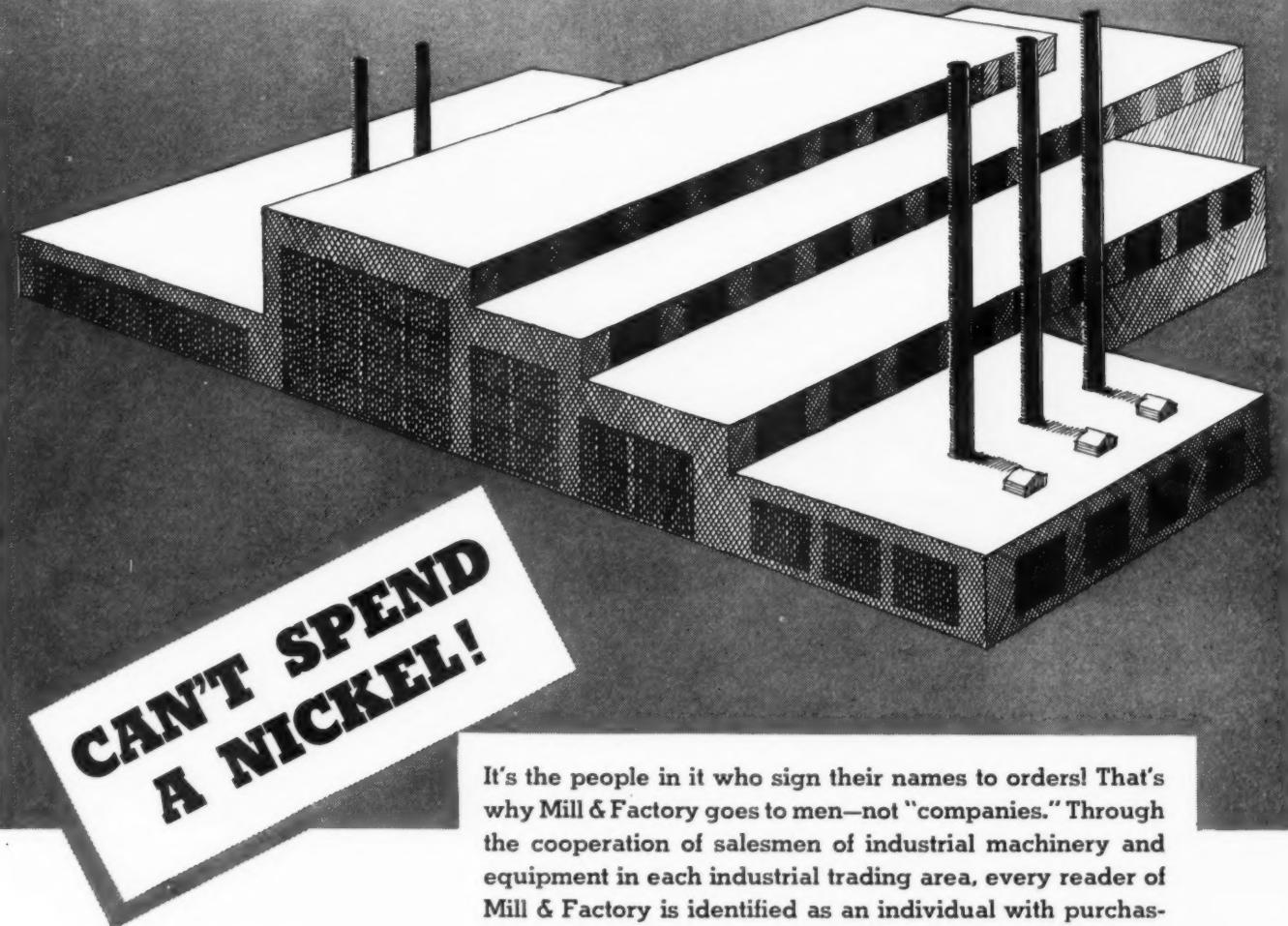
mobiles. Children of both sexes from the age of about 12 up constitute the majority of owners, but many adults are among the most enthusiastic users. Not a few full-fledged engineers find practical use, as well as pleasure, in them.

Building model airplanes is considered an ideal hobby. America—the whole world—is air-minded. And such a hobby is wholesome, constructive, and instructive. Most participants buy a kit, consisting of materials and plans, and build their own models. When properly constructed, such models can be set to take off and do almost everything a real plane does in the air. Of course, they don't fly long, or far; if they did, they would be lost.

There are model flying clubs wherever there are enough people to form one. In Detroit these clubs are assigned flying fields by the Department of Recreation, just as are ball games and other organized sports. Arthur J. Vhay, who has charge of this activity, is one of the greatest enthusiasts. It was he who estimated the number of prospects at 25,000,000. It is particularly interesting to learn from him that 75% of model plane builders in Detroit are members of low-income families.

There are annual national contests, too, the eleventh one having been held in Detroit last Summer. At that time there were 1,500 gasoline-pow-

A MILLION DOLLAR FACTORY



It's the people in it who sign their names to orders! That's why *Mill & Factory* goes to men—not "companies." Through the cooperation of salesmen of industrial machinery and equipment in each industrial trading area, every reader of *Mill & Factory* is identified as an individual with purchasing and specifying power, regardless of title. *Mill & Factory* is delivered every month, by personal copy, right to the desks of these men.

And what about "turnover"? Statistics show that 25% to 40% of industry's key men change jobs, die, or are promoted, fired, or transferred every year. They're lost till the end of the year, to a magazine that maintains its circulation through traditional subscription methods, but *Mill & Factory*'s distributor-salesmen subscription men see that this magazine's lists are kept fresh, month to month. And every copy is paid for by the distributor!

Mill & Factory alone offers over 22,000 circulation by personal copy to industry's known buying authorities.

Mill & Factory
A Conover-Mast Publication

Advertising Office NEW YORK - 205 E. 42nd Street, CHICAGO - 333 N. Michigan Avenue

Personal Copy CIRCULATION TO THE Known INDUSTRIAL BUYING AUTHORITIES

ered flights in one day at the meet.

This meet was under the supervision of the Exchange Club of Detroit and was sanctioned by the National Aeronautical Association. Mr. Rogers is a member of the Aviation Committee of the Exchange Club and he volunteered to have the program and rules of the meet printed. For this he received generous praise—and much valuable publicity.

There are also model boat clubs and they, too, have their annual contests. The one this Summer will be held on the Detroit River, where the Harmsworth and Gold Cup races are run.

President Rogers has sound merchandising ideas and he is doing constructive work in stabilizing the model-building industry. Syncro products are advertised regularly in such publications as *Popular Mechanics*, *Model Airplane News*, *Hardware Age*, toy trade papers, woodworking magazines, and some others. They are distributed through jobbers and dealers throughout America and through an export agency to all parts of the world.

Dealers Are Protected

All Syncro literature carries the statement: "Sold only through recognized jobber and dealer outlets, with standard discounts."

"Conditions in the industry have been somewhat unstable, hence we have adopted rather strict policies," Mr. Rogers said. "We have our own ideas as to what constitutes a jobber or dealer. We consider a jobber one who buys in quantity for distribution to dealers and who maintains salesmen to call on dealers. A dealer, to be recognized as such, must have a place of business and must buy in suitable quantity for resale to consumers. We have established discounts and these discounts are adequate."

"We work closely with kit manufacturers, hence we would not think of competing with them by producing a kit ourselves."

"We make a private-label jig-saw for one chain but that same chain carries Syncro jig-saws and sells them at list prices in competition with its private-label brand. I might add that it sells many of them."

"We cooperate to the fullest possible extent with the National Aeronautical Association, the Exchange Club, and with all other agencies interested in promoting the progress and safety of model building. We are convinced that this is a big business and a worthy one, and we are anxious to make it and keep it a wholesome one."

One Robin Doesn't Make a Spring —Nor One Insertion a "Campaign"

The controversial Mr. Tacks here happens to pounce upon the same lack of consistency which is developed in the first Marketing Pictograph in this issue.

BY BRASS E. TACKS

*"Little drops of water,
Little grains of sand. . . ."*

YEA, verily, brother! You said it! We see eye-to-eye. But some other folks don't. And I'm looking straight, now, at a couple hundred "one-time" advertisers. Of all the blankety-blank wasters of space these are the worst. They just aren't water and sand-minded.

You'd think, I suppose, that scheduling would be one subject which I'd leave alone. "So long as it means linage," you might reason, "why kick? Suppose some advertisers are a bit screwballish? What of it? Why plead with them to be smarter, when being smarter may cut your income?"

Well, you're right. I like spare change as much as the next guy. But, even so, I'm for reform. For, if newspaper linage is used more sensibly (more sensibly by my thinking), then newspapers will profit eventually.

To be specific, I urge the elimination of all "one-shot" campaigns. I can't see any worth to a "campaign" wherein a feeble message is set forth in feeble linage—once, twice or thrice—then that's the end.

They Revolutionize Nothing

Each year, we get hundreds for the *Alpha Argus*. And you can multiply our hundreds by the 1,900 other U.S.A. dailies. A few, a very few, have the excuse of being timely. But most haven't even that. Up they march—one after another. Each delivers its tiny blow. Then, confident that Mrs. Consumer is now "sold," it retires.

Of course, Mrs. C. may be. A single advertisement conceivably can revolutionize standards of living. Suppose, for instance, that a completely unknown retailer advertised "television sets, good reception guaranteed, \$89." He'd be swamped. One ad would bring multitudes of cash customers to his store. We couldn't bury it.

But most of our one-time shots aren't revolutionary. They're just run-of-the-mill—ordinary, generalizing,

mild little things—no more startling than another girl at the Dionnes.

What good do tepid taps do? Take yourself, for instance. Is your mind so untrafficked that you can absorb a sales message one April and retain it until the next April?—or even until May?—or even until tomorrow?

Consider John Doe and the way he lives. Consider how many things compete for his mental attention. Start with a business—taxes, unions, sales curves, competitors. Then add some sidelines—bridge, movies, church, lodge. Consider his perpetual worries of mortgage, insurance, children, health. And what about politics, hobbies, gardening, etc.? In short, isn't he a pretty busy fellow?

Ads Must Be Battering Rams

Thus, every newspaper ad, even when startling, has two strikes against it. So does every radio commercial, every magazine ad, every outdoor board, etc. John Doe (and you, too, even though you're in the ad business) fights commercial pressure. He's lethargic. He prefers a quieter, unhurried life.

Of course, he knows that it can't be. He realizes that his radio entertainment costs him zero simply because of the selling angle. And he knows (vaguely) that newspapers cost 3 cents instead of 10 cents simply because advertisers chip in the other 7 cents.

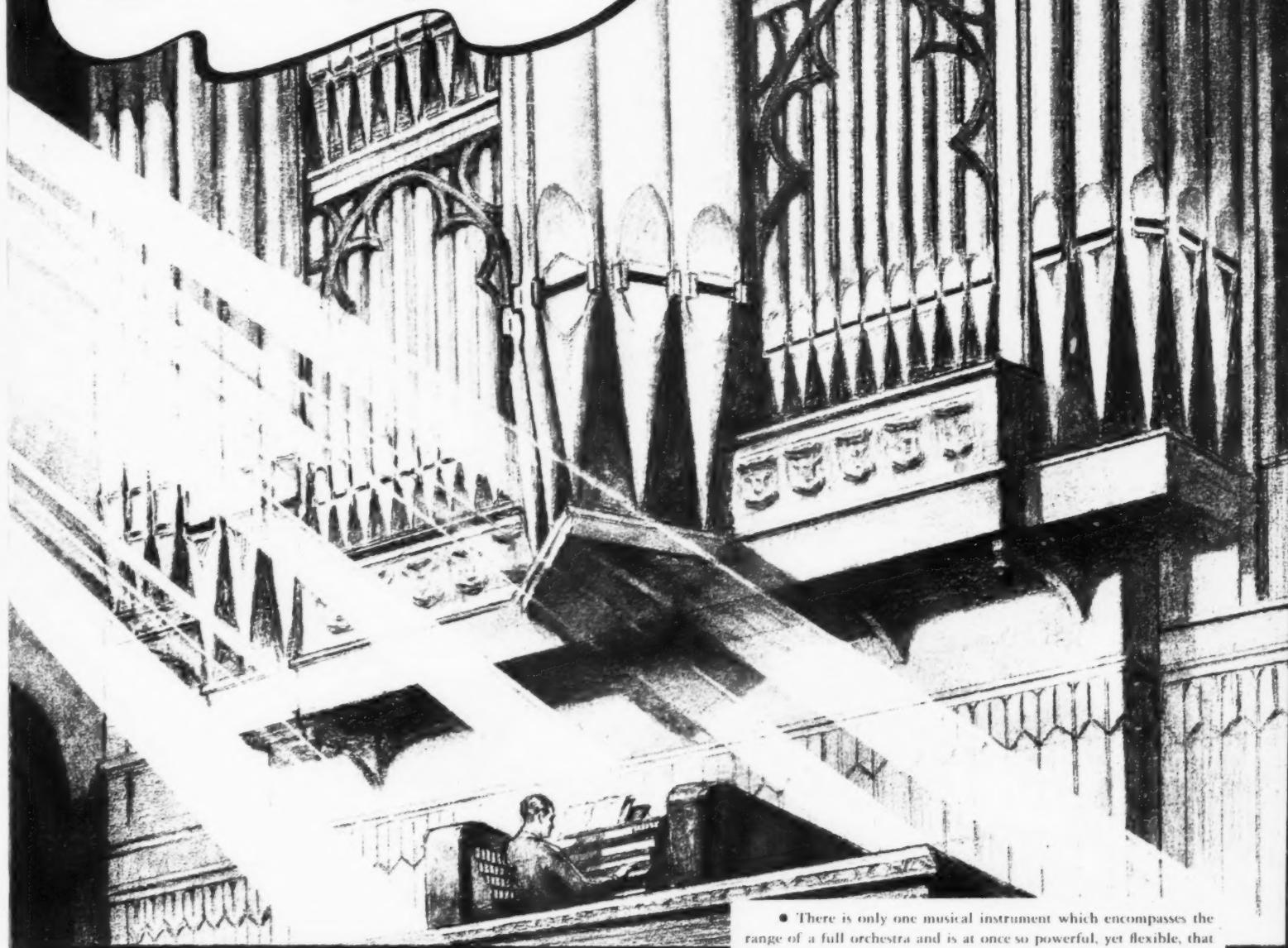
Even so, he fights all sales efforts. "I don't want to buy," he pleads, "leave me alone." Thus, in the privacy of his own living room, he does his best to cull out of the paper only those things that interest him. This means, usually, that all advertisements (including this weak little one-timer, on which some manufacturer is hanging his entire annual effort) get no more than a fleeting glance.

Certainly, you can push through into his consciousness. But it's not easy. You must fight your way in—battering ram style. Don't expect John to invite you; he'd much prefer to be left alone. "I haven't time now to do

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Tremendous Power
made Flexible...
That's Rotogravure!



• There is only one musical instrument which encompasses the range of a full orchestra and is at once so powerful, yet flexible, that it is capable of filling the greatest structure ever built with thundering harmony or lancing it with the whispered echo of a single note . . . That instrument is the organ!

IN ADVERTISING, the combination of power and flexibility which makes the organ unique among musical instruments finds its clearest expression in Rotogravure Sections.

For when used in combination groups, Rotogravure Sections deliver the most tremendous, measurable audience* of able-to-buy families in America, and when used in single units (as the case study on the following page demonstrates) they produce the most complete, hence readily merchandisable coverage, obtainable in any given market. For details on the cost of using rotogravure and facts concerning the Gallup Research Bureau's evaluation of it, call on

Kimberly-Clark. Because in addition to manufacturing Rotoplate, Kleerfect, and Hyfect — three of the most widely accepted rotogravure printing papers — the Kimberly-Clark Corporation maintains a bureau of statistical information and a trained technical staff for publishers, printers or advertisers faced with any problem arising over the use, preparation or printing of rotogravure copy. Please address your request to Kimberly-Clark Corporation, 8 S. Michigan Avenue, Chicago, Illinois, Advertising Department.

*By measurable audience, we mean just that! For not only does rotogravure provide an A. B. C. statement of circulation, but a Gallup Research Bureau statement as well! One which reveals the fact that the average inside advertising page in a rotogravure section is actually looked at by 80% plus of the paper's total circulation.

Rotogravure helped TOASTMASTER achieve the best December in its history!

*More for
your money
in
Rotogravure*



TOASTMASTER TOASTER... non-stick, automatic
pop-up toaster heated as you like it, every time \$16.00

Gift problem solved!

What very special gifts, don't look further! Every woman longs for this beautiful Toastmaster, in its jewel-like gleaming aluminum—the automatic pop-up type toaster, with famous flexible Timer, that regulates the time to a dip and pops up perfect toast every time. For just a little more money, this new set of toasters becomes a part of a clever new Toast 'n Jam Set, with tray of savor primacotta, wood and colorful Stengi pottery dishes. And, most alluring of all, there are

two gorgeous new Toastmaster Hospitality Sets, with stunning large trays, toast trimmers, and all the fixings.

If you gave a Toastmaster® toaster this Christmas, set last year, make this Christmas an memorable one with a Toastmaster waffle-baker! It's fully automatic, with instant heat control and a flasher-light to signal, first, "Hot enough to pour", then, "Come and get it!"

Christmas gift problem? There isn't any. The an-

swer's waiting you, wherever quality appliances are sold. Put Toastmaster on your list... see tomorrow!

TOASTMASTER is a registered trademark of McGRAW ELECTRIC COMPANY, Toastmaster Products Division, Elgin, Illinois.

TOASTMASTER



TOASTMASTER WAFFLE-BAKER
with high-quality, natural heat control
and self-cleaning operation \$12.50



\$23.95



TOASTMASTER TOAST 'N JAM SET...
with toast trimmers, waffle baker and
colorful primacotta dishes... \$17.95

This is reproduced from a full color advertisement but not from original artwork

McGRAW ELECTRIC COMPANY
Toastmaster Products Division

ELGIN, ILLINOIS
U.S.A.

February 3, 1939

Kimberly-Clark Corp.
8 So. Michigan Ave.
Chicago, Illinois

Gentlemen:

The 1,000-line coloroto advertisement which we scheduled in fifteen newspapers on December 11 was placed after a careful study of several plans submitted by our advertising agency.

An important reason for our decision was the fact that this advertisement, intended to deliver the final punch in our Christmas campaign, would appear in a section of the paper which has high readership among both men and women in our largest markets.

Our business for the first eleven months of 1938 had been ahead of the same period in the previous year, but we were doubtful about the beating December 1937, which had been the best December in our history. With this mark to shoot at, our December 1938 sales again set a record—and we feel sure that rotogravure played an important part in making this possible.

Very truly yours,
K.C. Gifford
General Sales Manager

K.C. Gifford
SR

TOASTMASTER is a trademark of McGRAW ELECTRIC COMPANY

Kimberly-Clark
Corporation

Established 1872 • 67 Years of Service • Neenah, Wisconsin

NEW YORK
122 East 42nd Street

CHICAGO
8 South Michigan Avenue

LOS ANGELES
510 West Sixth Street

which is reproduced

all the things that I'd like to do," he says, "so why should I try to memorize your dull, selfish, commercial essays?" It's something like castor-oiling a horse. Regardless of how much he may need it, he isn't likely to drink it voluntarily.

Hence, what can a single shot hope to accomplish? That weak little, resisted impression starts bewilderedly down one side street of John's cerebellum and, in no time at all, is lost in a mob.

"But suppose we haven't anything to say?" That's the silly excuse that

comes most often from these in-and-outers. Their product may be the best on the market. But they keep quiet while their competitor pulls ahead with pure brand-name publicity. They forget that while "what you say" is important, even more important is "how often you say it."

Rome wasn't built in a day. No—and neither was Coca-Cola!

Of course, we're glad to have the "one-timers." Collectively, they reduce our need for red ink. But don't you agree that many of them just waste their money?

Why Guernsey Premium Milk Sales Are Showing Steady Gains

Volume of the 400 distributors selling this high priced milk jumped 17% in 1938, and every single distributor showed an increase over the year before. There's a cooperative plan behind it.

GOLDEN GUERNSEY, INC., Peterborough, N. H., is a company that has successfully promoted the sale of a product that sells at a premium price. Selling for three and, in some cases, four cents more a quart than competitive brands, Golden Guernsey milk has enjoyed a steady sales increase. Its number of distributors has continually grown; and penny-conscious housewives, bent on bargain hunting, have generously accepted the product.

For two years, every one of Golden Guernsey's 400 distributors showed an increase in sales—Green Spring Dairy, Baltimore, up 97%, and Adohr, Los Angeles, 62%. In 1938 total sales were 17% ahead of the previous year and sales for the current year to date are somewhat ahead of that.

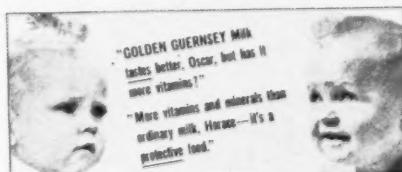
In addition to promoting the sale of milk profitably, the sponsor has also accomplished its major aim: To develop the breeding of more Guernsey cattle. During a recent year, sales of registered Guernseys increased approximately 15%, with sale prices averaging a similar rise.

The story really goes back to 1877 when a group of Guernsey breeders met in New York to organize the American Guernsey Cattle Club as a means of improving the general status of the breed. At that time, Jerseys and Holsteins were predominant and Guernseys were little known. Taking this breed from a practically unknown position in the last 20 years, the club has promoted it to the extent that it

now represents the highest quality cattle breed of the country. In the intervening years, the club has become the most aggressive of all cattle clubs and remains the only known club to promote the sales of its cattle by creating a demand for the milk. Following formation of the club came registration of all Guernsey calves, with a statement of parentage so consistently recorded that calves are now born with complete genealogical history prepared.

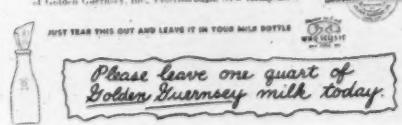
Having improved the breed and made the country more "Guernsey-conscious," the Club in 1923 began seriously to consider more progressive

"Infant interest" and the scientific Golden Guernsey sales story combine to make an effective ad in *Good Housekeeping* . . . all in less than 150 uncluttered agate lines.



Oscar knows what he's talking about. Because GOLDEN GUERNSEY Milk tastes better, children like it. It develops the milk-drinking habit—the sound road to health. True—GOLDEN GUERNSEY has more of all the 16 food substances found in milk—more of the vitamins, A, B, C, D and G. It's a protective food for health and is protected in quality by the GOLDEN GUERNSEY standards—selected streams, dairy farms, and exclusively Guernsey cattle. Its cost is only slightly higher, but the quality is well worth the difference.

GOLDEN GUERNSEY MILK comes to you from Guernsey cows in the herds of your local dairies. Its purity is doublechecked by your own local Board of Health and by the strict supervision of Golden Guernsey, Inc., Peterborough, New Hampshire.



marketing and registered its trade mark—a circular figure containing a small covered milk can and the identifying name, *Golden Guernsey*.

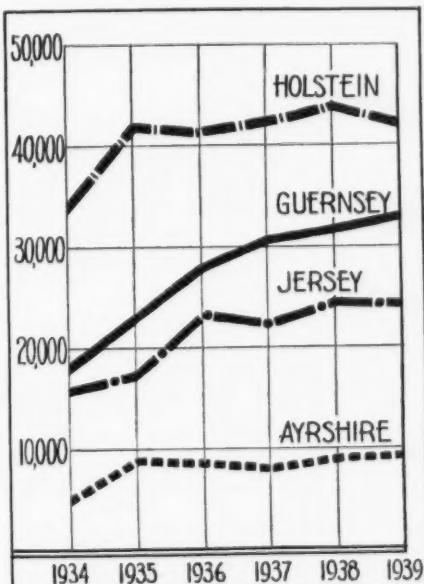
Six years later came the first active sales promotion, which proved so successful that in 1933 the club formed Golden Guernsey, Inc., as a subsidiary organization, to boost milk sales for members who were willing to meet certain requirements and contract for the merchandising service.

In 1934 this group appointed N. W. Ayer & Son, Boston, to direct its advertising and promotion. From that time dates the story of a complete educational and promotional program.

Under the plan, Golden Guernsey distributors all over the country are given the right to advertise this milk, to use the trade-mark and other identifying material and to participate in all promotional activities in return for meeting the requirements: Among others, maintaining a herd exclusively of Guernseys and holding a dairy rating of at least 85.

The company is supported by a charge of 7½ cents and up per hundred pounds of milk for advertising, legal work, supervision, and sales material. It is under the management of Karl Musser, secretary; A. W. Telfer, sales manager; and E. W. Bunce, advertising manager.

Actual selling of the service is done by Mr. Telfer, who calls on very large outlets, and by 13 salesmen, each working in specified territories so that the entire country is covered. These representatives visit distributors to stimulate interest in educational and



Sales, Registered Cattle

Fiscal Year	Guernsey	Holstein	Jersey	Ayrshire
1934 . . .	18,336	34,642	16,165	5,212
1935 . . .	22,989	42,002	17,932	9,307
1936 . . .	28,140	41,554	23,721	8,940
1937 . . .	30,585	42,883	22,747	8,484
1938 . . .	31,627	44,094	24,853	9,124
1939 . . .	32,889	42,221	24,660	9,413

promotional drives and to address groups of route drivers on the technique of selling to housewives. The men also make periodic examinations of dairies, rating them for the official file.

Field men also call on prospective distributors. These salesmen tell their story with the aid of a spiral-bound portfolio which shows examples of all available sales material—trade-mark transfers for milk trucks, bottle hangars, reprints on "How to Buy Milk More Wisely," blotters, match books, paper napkins, newspaper mats, bottle cap designs, display stands, electric advertising clocks, metal signs and insignia for drivers' uniforms. It also includes samples of advertising in *Good Housekeeping*, *Ladies' Home Journal*, *Better Homes & Gardens* and the *Journal of the American Medical Association*.

There is also an excellent choice of colorful printed folders with such themes as "See the cream line," "Let's make this test," "Extra flavor, cream and food value," "The miracle of Golden Guernsey milk," "Bring health to your door," "Ten centuries of selection to produce" and "America's table milk." This portfolio also shows the reproduction of a typical dairy rating sheet, lists production requirements and contains a complete list of all distributors.

Effective Consumer Booklets

In addition to the printed pieces described, there have been distributed nearly 50,000 copies of a 20-page, 8½" by 11" book entitled, "Why Golden Guernsey," and written under direction of Dr. Walter H. Eddy, director of the Good Housekeeping Bureau. Giving a complete sales story, this book has been used by distributors to sell customers and prospects on quality. It relates such thought-compelling facts as that Golden Guernsey milk contains 9.5% milk solids, at least 4.5% butterfat, 46 protective food substances, a high percentage of Vitamin A, essential mineral and other vitamin elements, and recommends its use for the baby, the underweight child, the growing child, for weight-gaining or reducing diets and for general adult use.

A baby book, soon to be ready for distribution, will be sold at cost to distributors to be given to mothers of new babies. There will be a page for baby's photograph and space for recording details of baby's arrival—date, name of hospital, signature of physician and nurse—plus pages for recording details of his growth. Among bits of advice to mothers will be the

suggestion to use Golden Guernsey milk.

Second innovation for Spring promotion will be the release of a series of 20 spot radio scripts to be used on local broadcasting stations by distributors. This is expected to become a rather important activity, since it will probably start many of the larger firms on the path of consistent radio advertising.

Another part of the Spring campaign is the letter contest in which route drivers compete for prizes by writing briefly about the methods they have found most successful in selling to housewives. The thought behind this is to make these route salesmen more conscious of their many helpful selling aids and themes.

Backing this program by the marketing subsidiary, the parent cattle club uses a 48-page, 8½" by 11" book to sell cattle raisers and breeders on the desirability of "going Guernsey." This book traces the origin of various Guernsey families, gives advice on better breeding methods, urges registration of calves at birth, cites outstanding producers in the line and gives such general advice as how to ship cattle to fairs and exhibitions, better cattle health, the legal right of title, a list of agricultural colleges, list of books pertaining to wide variety of dairy subjects and a list of manufacturers of barn equipment and milking machines. This book also reviews briefly the story of the marketing organization.

Ask Business to Rebut Lies Spread by "Consumer Agitators"

Clarence Francis of General Foods, Thomas H. Beck and Anna Steese Richardson of Crowell, urge sales executives to tell people the truth about advertised products.

A FLASHING defence of advertising and a stirring warning that the time is here for business to tell the people the truth about "consumer" criticisms were delivered to a thousand men in New York May 2—sales chiefs, advertising experts and publishers—by Clarence Francis, president of General Foods Corp.; Thomas H. Beck, president of Crowell Publishing Co., and Mrs. Anna Steese Richardson, head of Crowell's consumer division. They spoke at the biggest lunch meeting the Sales Executives Club of New York has had in a long time.

Mr. Francis, before introducing the speakers, said that it is no accident the United States, with only one-sixteenth of the world's population but with one-third of the world's wealth, has been able to give its citizens the high standard of living they enjoy. Advertising has played a big part in bringing this about. Parenthetically, he thought that a marked drop in 1938 advertising partly explains what happened to this country's business. Intelligent advertising surely increases wants and markets; it lowers prices through high production. It did just that for Sanka coffee, he illustrated, reducing the price from \$1 a pound to 40 cents.

He granted that there are a few advertising offenders. "But," said he,

"I'm sick and tired of this wide-spread effort, in the name of the consumer, to tear down the barn to get rid of a few rats." He stoutly urged all American business to give the public the facts—undeniable facts—about products, methods, policies. It's time, he declared, for honest business men to exercise their American right of free speech instead of leaving that freedom only to agitators.

Mrs. Richardson, vigorous at 75 and long a defender of the faith for honest American business, used straight language in telling what she has been hearing at women's and consumer meetings everywhere—and what ought to be done about "consumer" agitators against advertised products.

She had listened to these agitators publicly condemn Chase & Sanborn coffee as bitter, rancid and not fit for human consumption; Arden, Rubenstein and Coty face powders at about \$1 a box as no better than 10-cent-store powders; Kraft cheese as containing old cheese from grocery stores reworked; Kellogg's bran as containing "carloads of peanut shells," and so on.

She had each charge investigated. The coffee turned out to be excellent—when somebody made coffee who really knew how. The dollar face powders "were a film on the skin; the

cheap powders caked like cornstarch. No laboratory test was necessary—to a woman." But she went further; found out the good powder is expensively ground to infinite fineness and produced under strictest sanitary conditions while the cheap product can hardly be traced to its origin because usually no maker's name is on it. The silly cheese and bran stories are refuted on their faces by the operations of closely enforced pure food laws—but the professional agitators overlook that.

Mrs. Richardson heard one of 500 women at a farm meeting exclaim to a home-economics teacher who had just attacked advertising: "What am I to believe? The advertising I find in a magazine my family has read for 20 years, or the bulletins published by men of whom I know nothing?" The lecturer replied, solemnly: "For truth and integrity, I place next to my Bible the bulletins issued by Consumers' Research." Then Mrs. Richardson cited cases of gross errors in such bulletins—sometimes with forced retractions.

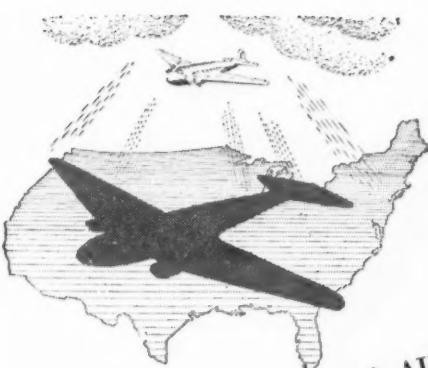
Those "Poisoned Peas"

There was the case of "Blank's" canned peas which Consumers Union reported contained—according to "a U. S. grader"—"deadly nightshade" (belladonna) from certain plant buds which "can cause death after hours of delirium, vomiting and convulsions." The government denied having found belladonna in the peas, the buds turned out to be something else and C.U. finally made a grudging retraction.

"The women who are being fed this type of stuff are voters. As constituents, they command the ear of congressmen and state legislators. Led by propagandists, they telephone, write, telegraph and petition their representatives. You can thank them for many of the measures which harass and handicap business men, for the steady growth of sentiment toward cooperatives and government control of business.

"Many groups of consumers contain thinking women who are trying to find the truth. You are not concerned with *them*. Your danger lies with the unthinking women led by propagandists who, in turn, are lining their pockets at high cost to honest business."

She described the consumer work her department of the Crowell Publishing Co. is doing, with its broad, direct contacts with women all over the land, its thousands of letters, its many personal appearances, its investigations, its published material, all de-



...NATIONAL DISTRIBUTION OVERNIGHT?

Easy—when you use super-swift AIR EXPRESS—2500 miles overnight! Samples, style goods, spare parts—anything that needs speed—z-z-zip right from your door by AIR EXPRESS direct to outlets everywhere. 3-mile-a-minute nation-wide and sectional coverage via 232 key cities with fast air-rail connections to off-airline points. Also by air to Latin America, Hawaii and the Far East. Complete, convenient, economical. For action, phone RAILWAY EXPRESS—AIR EXPRESS Division.

FREE booklet, "Air Express for Bigger Profits." It tells you how! Write Dept. 14, Air Express Division, Railway Express Agency, 230 Park Avenue, New York, N. Y.

...AIR EXPRESS



MODERNIZED

550 ROOMS
IN HOTEL

Fort Dearborn

This popular hotel in the heart of downtown Chicago, is now magnificently modern from top to bottom—every room refurnished and redecorated—all public space thoroughly modernized. Yet its amazingly low rates still prevail.

CHICAGO FROM \$1.50

NEW POPULAR PRICED
RESTAURANT
Modern
COCKTAIL LOUNGE

LA SALLE AND VAN BUREN STREETS

Opposite La Salle Street Station



signed as a service to consumer-readers "who have the right to hear both sides of this controversy over their buying problems."

She said the Crowell consumer division has established four lines of defense: (1) Advertising—because industry depends upon it for volume or mass production; (2) brand names—because consumers depend upon them for quality, value and integrity in products; (3) private enterprise—because the people depend upon it for employment and prosperity; (4) freedom of speech, the press and the air—because the nation depends upon it for safety and liberty.

Mr. Beck, with characteristic hoarse-voiced force, literally whaled hell out of ignorant critics of advertising. He tore apart some specific criticisms that users of products *have to pay for advertising*, by showing that advertising of cigarettes, for instance, costing about one-tenth of a cent per pack (taxes 6 cents) has skyrocketed public demand and consequent production volume to a point that has not only lowered retail prices, but has also built up an industry that provides nearly two billion man-hours of employment every year. "If every man rolled his own," challenged Mr. Beck, "who would employ all those people? The WPA, at public expense?"

Advertising, he thinks, is largely responsible for the mass production and lowered price of goods—the foundation under our vaunted "American Way." It has made great changes for the better in people's habits. Soap

advertising has stimulated more bathing, better plumbing, better sanitation in homes and in places where products are manufactured. Advertising of breakfast foods, juices and toasters have weaned us away from steak-and-fried-potatoes for breakfast—that used to sink a man before he even started his day's work—and sends us out in the morning clear-headed and sensibly fed at low cost. Advertising of better home-making methods and equipment frees women to live life more fully.

He announced the Crowell Publishing Co.'s new general advertising campaign to sell the value of advertising and the rightness of the American business way of doing things to the whole nation and described other Crowell activities along the same line. "But what we are doing is only a spit in the ocean," he finished. "Every manufacturer in this land ought to look into these rampant charges against business, get the right answers and tell the public the truth. You can trust the people of this country if they get the facts."

Mickey Mouse and Pals Go to Work for S.O. (Calif.)

(Continued from page 32)

personnel and authorized distributors and Standard Oil dealers throughout the territory, made it clear that this type of get-together had it all over the old-fashioned kind. The branch meetings held in each city the morn-

ing following the show were equally successful.

At these meetings, field personnel and dealers heard the remainder of the 1939 standard sales and advertising campaign story. They received a book of 20 broadsides in color recapitulating, in greater detail, the entire Walt Disney campaign. In newspapers, billboards, service stations, in magazines, over the radio, by way of the "Travel Tykes Weeklies," games, etc.; and they learned what would be their part in tying-in with the campaign so as to result in the greatest profit for themselves, the station, the company.

They were given the details on the new Standard Travel Bureau "in the West's Greatest Travel Year," told that it is "the most effective set-up of its kind in the West. When a tourist sends in our Travel Information Inquiry Card we route him on his trip wherever he wants to go, but we see that he goes your way. We tell him where to stop for state road maps, up-to-the-minute local information and advice on what to see and where to go in each locality. That brings him to you, helps build your business. This is a World's Fair year . . . the greatest travel year the West has ever known. And we have keyed our Travel Information Bureau to help slice off a chunk of 1939's extra travel business . . . etc."

They discovered how, through the "Travel Tykes Weekly," the illustrated Mickey Mouse and Donald Duck game map and cut-outs, they could "put thousands of persistent, morning, noon and night little 'salesmen' to work" for them. "You know that when children really want something they make Dad or Mother take them where they can get it. There's not a child anywhere who will not want every single issue of our "Travel Tykes Weekly"; and that means that every one of these children will see to it that Dad or Mom drives into your station for a copy this week, next week, week after week. . . ."

Standard Oil Co. of California executives and McCann-Erickson have no doubt that Mickey Mouse and his pals on the sales staff will earn their wages, and Standard personnel evidently loves having the Disney retinue working with them to sell Standard products—and sell Standard.

Correcting Error: Davidson County Effec. Buying Income

Through a typographical error the effective buying income of Davidson County, Tenn., was given on page 136 of the April 10 Survey of Buying Power as \$53,346,000. The correct figure is \$153,346,000, as shown on page 34 of the same issue.

Marketing Flashes

[Two Old Friends Reunite in Beer Promotion—S.W.
Dips into Television—New Contest Idea]

How Hot Is Hot?

Westinghouse Electric & Mfg. Co. is distributing through dealers handling its hot water heaters a clever piece of consumer promotion. "How hot is hot?" asks the cover of the cardboard booklet. Inside on a stapled insert 50 questions provide a quiz game, with spaces for writing answers. Correct solutions are masked beneath. Some questions are general queries on heat, such as "Body heat is how many degrees Fahrenheit? How hot should water be for washing dishes? What effect does hot water have on rayon?" Others are directly concerned with the product: "What is the average cost per person per day for using a Westinghouse electric water heater?"

A thermometer attached to the cardboard can be used "to test temperatures of water you are using now. Compare with correct temperatures revealed in answers." Moreover, it will probably be tacked on the wall by many recipients.

For combining fun, utility, and advertising Westinghouse deserves a hand.

Bird in Hand

John Lucas & Co., Philadelphia paint maker, put extra umph into its April sales contest by mailing the prize money to all salesmen *before* the contest started.

True, the checks couldn't be cashed until they'd been officially "won," but what man with money right in his hand wouldn't work like fury to keep it there, instead of having to give it back? This theory was fully justified, says F. F. Whittam, Lucas sales manager. A 25% increase in business over last year was scored, which he believes is the largest advance for the period made by any firm in the industry.

The contest was inaugurated when officials found that while sales were ahead for the year, they were about \$200,000 behind the increased quotas which had been set for 1939. The deficit was pro-rated over the remaining five months of the fiscal year, including April and June (two good sales months), and May—one of the best months for the industry.

Increased quotas were then set up for each salesman and each branch office on the April pro-rated basis so that

no extra hardship was imposed during the contest month. With each contest announcement went two prizes: One for achieving the regular quota and a second for making the additional deficit quota.

As these quotas were reached by individual salesmen they were advised by the home office that they could cash

their checks. Bonus prizes were awarded branch managers when the branch as a whole made its regular and deficit quota.

Result: "Most successful one-month contest we have ever staged."

Beer with Eggs

Pennsylvania's 167,000 farmers sent 132,495,000 dozen eggs to market in 1937. Chickens and hen fruit brought them 18% of their total cash income, almost \$33,000,000.

Therefore the Pennsylvania Brewers Association is endeavoring to gain powerful friends and influence a lot of
(Continued on page 63).



STRAIGHT
AS A SPEED-BALL TRAVELS
Your Message Is Carried to Your Customer in
DEPARTMENT STORE ECONOMIST

STRAIGHT—with no curves—your message travels the direct customer route in Department Store Economist. It puts your message across, not only with the Buyer, but the Merchandise Managers, President, General Manager, Controller, Advertising and Display Managers—those who buy or okay the buying of merchandise for resale, or purchase store equipment for use.

More of these "Key" people read Department Store Economist than any other publication in the field. Advertise in the Economist and get complete selected coverage!

DEPARTMENT STORE Economist
A CHILTON PUBLICATION

239 West 39th Street, New York City
Chestnut Street at 56th
PHILADELPHIA
1836 Euclid Avenue
CLEVELAND, OHIO

20 East Madison Street
CHICAGO
201 Ocean Drive
LOS ANGELES

What Has a Salesman the Right to Expect from His Sales Manager? *



In his sales manager the salesman hopes to find a wise, sympathetic and helpful friend.

Most salesmen want a leader rather than a driver . . . a boss who can sell himself and can furnish helpful counsel . . . a chief who is fair and sympathetic and resourceful.

BY HARRY SIMMONS

HERE are the results of a recent sales meeting attended by over 200 salesmen. The men—who were in from the field for the meeting—were given the opportunity to write their answers, anonymously, to the question that is the title of this article. Thus they were able to unburden themselves without fear or favor.

It is interesting to see how practical and pointed their replies were. Also how constructive. For sales managers who have turnover troubles with their men—or those who cannot understand why their salesmen are frequently afflicted with laziness, or temperament, or stupidity, or disloyalty, these *bona fide* replies might be illuminating.

Let's see if there is anything to be

learned from the verbatim expressions of these hard-working salesmen direct from the field:

1. "The sales manager should have the interest of the salesmen at heart."

Sounds trite. But isn't it a fact that some sales managers play up to their executives rather than to their salesmen? How quickly salesmen recognize this condition, and how certainly do they show their resentment by their failure to cooperate. A manager who cannot keep his salesmen assured that he is working for their best interests can hardly be called a "leader of men." Or can he?

2. "Should be willing to work as hard as any of the salesmen."

How often do sales managers pass the buck to their men in the field and let them shoulder the entire load? Managers who have risen from the ranks know what it means to a salesman to work with him side by side, figuratively and literally, in a brotherhood of perspiration.

3. "Should have a personal knowledge of firing line conditions."

Such knowledge can come only from personal contacts out in the field. Which reminds us again that both salesmen and customers are built up out in the territory rather than behind impressive flat top desks. How much time do sales managers spend in the field?

4. "Should be a leader who can personally demonstrate how to sell."

Academic sales training lectures promulgated through "pep letters" and house bulletins may be well enough in their way—but they don't weigh enough. Constructive sales training must include occasional "how to sell" calls made with the salesmen on actual prospects or customers.

5. "Must be absolutely honest and a man of his word."

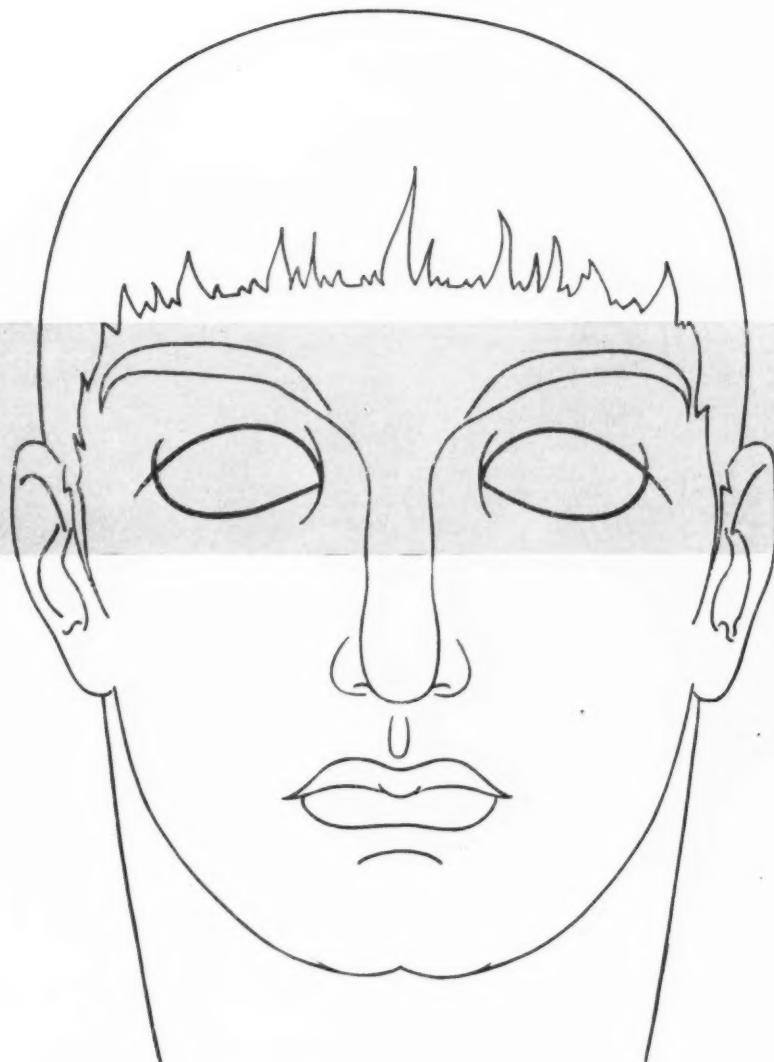
This quality is self-evident; but many a manager, influenced by temporary enthusiasm or a desire to smooth over a salesmen's temporary mental condition, makes wild-eyed promises that he hasn't the slightest intention of keeping or that he forgets 30 minutes later. He also seems to forget that the salesmen will remember.

6. "Should be a man who knows more than I do."

Obviously, a sales manager is in that class; and he demonstrates his superior wisdom by the tactful handling of his men and by careful transmission of his knowledge. So doing, he instills confidence and respect for his knowledge and ability. Unless he can instill that confidence he has a tough job ahead of him.

7. "Should be a man who is resourceful and can see a long way ahead."

It is the manager's duty at headquarters to pass on the results of his



BLIND MEN NEVER GO TO TRADE SHOWS

BUT your present and prospective customers do go to see new materials, new products, and new processes that are on display in the show windows of industry and business . . . the trade shows.

The buyers from every industry, from Automobile to Zylonite, constantly watch for new developments. We find them studying new products . . . seeking information . . . comparing . . . considering, and placing orders.

Exhibits that are interesting,—well planned,—that dramatize your sales message,—produce results.

Gardner Displays specialize in the design and con-

struction of effective trade show exhibits. New materials and processes developed by Gardner Displays during the preparation of over 60 outstanding exhibits for the World Fairs are available to you.

Whether you require a small or large exhibit, we invite you to discuss your problem with us. A letter from you will bring a description of the latest developments in this field. Write for our free monthly publication, "Industrial Showmanship." It contains interesting information about this rapidly-changing method of visual selling.

GARDNER DISPLAYS

PITTSBURGH

477 Melwood St.

NEW YORK

42-50 21st St., L. I. City

DETROIT

New Center Bldg.

CHICAGO

1130-A Mdse. Mart

Some Agency Needs This Seasoned Copy-chief

He is himself a master of words and of the selling-phrase, prolific as a writer, a trainer, and as an idea-man. He has written and directed many of the country's most successful advertising campaigns.

One of his strong points, aside from his proved ability to go to the heart of a sales-problem, is his sympathetic handling of others. He knows how to build a smooth-working copy department, and to get every writer to work for the team.

His salary is well into five figures and his address is New York City, where he wishes to remain. He is not only a full-grown advertising man who knows his way around, but a man who needs no wet-nursing. His reasons for considering a move are strictly personal.

**A. R. Hahn, Managing Editor
SALES MANAGEMENT
420 Lexington Avenue
New York**



● Under the same roof with you are the five fine buildings of the Terminal development, and the Union Terminal itself.

● Rooms are comfortable, the meals are famous. And everyone tries to prove we're glad to have you with us.

*Air-conditioned
restaurants—dancing—
Men's Cafe.*

**HOTEL
CLEVELAND**
Cleveland

broader perspective, in such a way that the man in the field can understand why he is asked to do a pioneering job and how to go about building up a customer on a slow-but-sure basis. Many a salesman's discouragement stems from a lack of understanding of his orders. He is unable to visualize the pot of gold at the end of the rainbow. This is the vision the sales manager supplies, in order to activate the golden reservoir of ambition that lies within each human.

8. "My sales manager should live a clean life."

It goes without saying that a sales manager's moral character makes an immediate impression upon his salesmen. Entertainment nights of wine, women and song develop no inspiring responses in the minds of men who earn their daily bread by the sweat of their sales ability, and who are expected to present a strong character front to their prospects and customers.

9. "Should be a man who gives credit where credit is due, and not merely criticism."

In other words, constructive criticism tempered with justice and mercy and understanding—plus an occasional pat on the back—covers a multitude of sins. It transforms a salesman's grouch into a battering ram of enthusiasm. Any man can criticize—but not every man can criticize constructively. One tears down; the other builds up.

10. "Should have a safe and sane middle-of-the-road balance."

The human machine requires balance as much as a watch. To maintain discipline and to increase respect for his actions, a leader of men must have the kind of equilibrium that keeps him standing firm on two feet no matter what happens. He will not go off half-cocked and make a spectacle of himself; neither will he veer so far to the right that his men will feel he is a conservative old fogey.

11. "Must be able to help me at all times with difficult accounts."

Help may be given the salesmen in various ways: Through the mails, over the telephone, by means of the advertising, in bulletins or house magazines, through third party testimonials, or by personal contacts. In any event, the important thing is the concrete evidence of a desire to help. One move to help a salesman moves many a salesman to help himself.

12. "Should supply me with as much information and sales aids as possible."

It is a fact that too many sales managers expect their salesmen to acquire such new information through some mysterious hocus-pocus or mental telepathy. A manager will spend hours going over new plans and ideas with his advertising manager, where he wouldn't think of "wasting" a fourth as much time with a salesman. He often takes it for granted that his assistants are sending the necessary information and sales aids to the salesmen; and his assistants may do likewise.

As a result, the salesman is frequently left in the dark and is forced to plow his own furrow with a dull, worn-out piece of machinery.

13. "Must be fair and back me up in all my problems."

In the final analysis, headquarters support does consist largely of being "backed up" by the sales manager. His degree of loyalty to the salesmen definitely affects their loyalty to him. The salesman in the field likes to feel at all times that he can depend upon his sales manager to back him up in all his troubles with his customers and with his home office. One is as important as the other. Above all, he likes to feel that his manager will be fair, even though he may be firm.

14. "He should not humiliate me in front of other salesmen or customers."

It is unthinkable that any sales manager would so ignore the natural human feelings of a salesman. Unfortunately, some managers have an idea that correcting a man in front of other salesmen makes a strong impression on all of them. He is quite right—but it is not the favorable impression he has in mind. When we shatter a salesman's pride and self-respect, we break down his morale—and that is fatal.

15. "He should be sympathetic and a good judge of human nature."

The handling of men is one of the most delicate tasks in the realm of business. We sales managers stand or fall by our ability to sympathize properly and to judge accurately all the varied bits of human machinery we direct. And by sympathy I don't mean sentimentality; nor by good judgment do I mean casual opinion.

16. "He should be a good merchandiser so as to give me good 'deals' to sell."

Which is only another way of saying that a sales manager had better know his business. If he doesn't, he is going to be found out sooner or later; so he had better study up on

his job before it is too late. It is more difficult to recover respect that is once lost, than to stay out in front with it while you have it.

17. "He should take good care of my compensation problems."

Certainly, it is a short-sighted sales manager who would attempt to take advantage of a salesman in a matter of compensation. The best rule to follow in any matter of sales compensation is this: Try to give a man more than he expects in compensation, and he will give you more than you expect in sales effort.

18. "He should keep me in mind for chances of promotion."

What advancement may the average salesman look forward to? He might get a more important territory, or a raise in salary, or be appointed a supervisor or a branch manager or assistant at the home office, or even sales manager. If we can keep the hope of promotion before a salesman, and prove our sincerity by advancing the men from the field, we provide a constant incentive to every man's ambition.

19. "He should be accessible to me when I come to headquarters."

This is but a fair request to make of any sales manager. How many of us are "too busy" to see a man when he comes in, and turn him over to some assistant? The satisfactory personal contact that a salesman has with his manager satisfies his ego, builds up his loyalty and enthusiasm, and sends him back into the territory with his fighting spirit recharged.

Here are a few of the more general replies that were included in this symposium:

"I expect him to be firm with me regarding my mistakes, but also to look for the reason—the extenuating circumstances; and never under any conditions to bawl me out in front of a customer or by letter direct to a customer."

"I expect my sales manager to keep me buoyed up with enthusiasm, not necessarily by 'pep' talks or letters, but by his own actions and attitudes."

"I expect him to have a thorough knowledge of my territory and conditions, and I like to know when I am discussing sales matters with him that he is familiar with the accounts I mention." . . . "I would like my sales manager to be a good listener to my troubles, real or imaginary, so that he can straighten me out properly."

EDITOR'S NOTE: The sales managers of the men whose opinions were aired in the article above, are not without their own grievances. Mr. Simmons will report these in the June 1 issue, in a symposium on what the sales manager has a right to expect from his men.

MAY 15, 1939



The letterhead of Philco Radio and Television Corp. is printed on Strathmore Bond

does YOUR LETTERHEAD present a PICTURE of YOUR BUSINESS?

Sight added to sound. Pictures on the air. Television here! Day by day the PHILCO RADIO & TELEVISION CORP. have pioneered toward the perfection of this new medium. And every day they present a favorable picture of that forward-looking business...on STRATHMORE letterheads.

Your letterhead brings to your correspondents a *picture* of your firm. An impression formed by the paper you choose. Is it the *right* impression...and if not, how can you make it so?

When you write a letter on STRATHMORE BOND, it costs less than 1% more than the same letter written on the cheapest paper you might buy. And on STRATHMORE PARCHMENT, as fine a paper as can be made, it costs only 2.9% more. Such plus value, for so little cost difference, is sound business economy.

* * *

THE STRATHMORE BUSINESS PERSONALITY CHECK LIST shows all the ways in which a business is seen and judged by its public, gives all the *appearance factors* important to *your* business. Write on your business letterhead for this check list. Dept. S. M. 3, STRATHMORE PAPER COMPANY, WEST SPRINGFIELD, MASSACHUSETTS.

STRATHMORE

**MAKERS
OF FINE
PAPERS**



Blank & Stoller
William H. Harrison



Bachrach
R. S. Wilson



H. W. Dodge



Harris & Ewing
Edward J. Noble

Federation Announces Speakers for Its June Convention

THE National Federation of Sales Executives will hold its forthcoming Annual Convention in Philadelphia at the Bellevue-Stratford Hotel. The sessions will run from June 5 to 7 inclusive, and the whole program will be staged under the auspices of the Sales Managers' Association of Philadelphia. The theme throughout will be "Improved Distribution Through Better Sales Management." The program as now set up includes the following speakers and presiding officials:

The chairman for Monday morning, June 5, will be John A. Stevenson, president, Penn Mutual Life Insurance Co. and past president of the Sales Managers' Association of Philadelphia. Talks will include an address of welcome by Joseph B. Parks, president of the Sales Managers' Association of Philadelphia and sales manager of the Industrial Division, Westinghouse Electric & Mfg. Co.; and addresses by J. C. Aspley, president, National Federation of Sales Executives and head of the Dartnell Corp.; Clem D. Johnston, president, Roanoke Public Warehouse, and vice-president of the U. S. Chamber of Commerce; and Frank W. Lovejoy, sales manager, Socony-Vacuum Oil Co.

Speakers for Monday afternoon include: Chairman Arthur W. Ramsdell, general sales manager, The Borden Co., and president, Sales Executives Club of New York; Lee H. Bristol, vice-president, Bristol-Myers Co.; H. W. Dodge, vice-president and general sales manager, The Texas Corp.; R. S. Wilson, vice-president, Goodyear Tire & Rubber Co., and Carl Wollner, president, Panther Oil & Grease Mfg.

Co. and past president, Fort Worth Sales Managers' Club.

For Tuesday morning, June 6, the chairman will be Harrison Matthews, of Woodbury College, Los Angeles, and the speakers will be, William H. Harrison, vice-president, American Tel. & Tel. Co.; Leon C. Stowell, executive vice-president, Underwood Elliott Fisher Co., and past president, New York Sales Managers' Club; Dr. Paul Nystrom, president, Limited Price Variety Stores Association, and past president, Sales Executives Club of New York; and Harold J. Cummings, vice-president, Minnesota Mutual Life Insurance Co., and past president, St. Paul Sales Managers' Association.

Chairman for Tuesday afternoon will be H. C. Anderson, general sales manager, Globe-Wernicke Co., and past president, Sales Executive Council of Cincinnati. The talks will be given by Gale Johnson, division manager, Metropolitan Life Insurance Co., St. Louis; C. H. H. Weikel, manager Commercial Research, Bethlehem Steel Co.; O. H. Martinsen, western sales manager, Barron Collier; and Dr. N. H. Engle, acting director, Bureau of Foreign and Domestic Commerce, Washington.

The 28th Annual Dinner of the Sales Managers' Association of Philadelphia will be held on Tuesday evening. The chairman will be R. D. Keim, chairman, National Federation of Sales Executives, and vice-president, E. R. Squibb & Sons. The guest speaker will be Edward J. Noble, Executive Assistant to the Secretary of Commerce, and the man who many expect will soon be Undersecretary of Commerce. He recently was chairman

of the Civilian Aeronautics Authority but is best known in business circles as president of Life Savers, Inc.

At the banquet, Roy H. Warmee, sales manager of the Philadelphia Coke Co., will present the Howard G. Ford Award for the current year. This is the annual national award created by the Sales Managers' Association of Philadelphia and sponsored by the Federation, which is given for outstanding improvement in distribution. At the same session, K. N. Merritt, general sales manager of the Railway Express Agency, will present the annual Sales Management Award. This is presented yearly by SALES MANAGEMENT Magazine to the association or club affiliated with the National Federation of Sales Executives which contributes most to the advancement of salesmen.

Wednesday morning, June 7, the chairman will be W. V. Ballew, vice-president, Dr. Pepper Co., past president, Dallas Sales Managers' Club and vice-chairman, National Federation of Sales Executives. Other speakers include Mrs. Anna Steese Richardson, director Consumer Division, The Crowell Publishing Co., and Paul Hollister, executive vice-president, R. H. Macy & Co., New York.

On Wednesday noon there will be a luncheon for the board of directors of the National Federation and following this a business meeting of the Federation.

Sales executives not now Executive Members of the Federation or members of a sales executive club or association affiliated with it are invited to attend the open sessions. A registration fee of \$7.50 includes the Tuesday evening banquet and also a copy of the proceedings. Registrations should be filed with the headquarters of the Sales Managers' Association of Philadelphia, 722 Stock Exchange Building, Philadelphia, Pa.

On Thursday, following the Philadelphia sessions, a special party is being planned—"Sales Executives Day at the New York World's Fair." This will be carried out by the Sales Executives Club of New York primarily as a gesture of hospitality to those attending the Federation Convention who wish to include the World's Fair in the same trip.

Marketing Flashes

(Continued from page 57)

people with its current "hard-boiled eggs with beer" effort. Some 25,000 licensed beer outlets in the state are displaying mouth-watering lithographs of eggs and lager with the advice "Try them together."

The 86 Association brewer-members are urging their customers to recommend eggs at bars "to help Pennsylvania farmers and put more money in their pockets—and yours." Further backing is lent by copy in 275 weekly papers, folders and publicity items. Richard A. Foley, Philadelphia agency, is in charge.

Shoes Free

Retailers of Walk-Over shoes (Geo. E. Keith Co., Brockton, Mass.) confidently proclaim, "A pair free if we can't fit you." It's a promotion stunt that has sold so many shoes and brought in hard-to-fit customers that some dealers have staged it three or four times.

When a dealer sets the date for the event he notifies Brockton, sending a schedule of sizes he has in stock on a particular line. The factory then ships him a pair in every missing size, plus extra pairs in the fast-selling sizes. A tremendous range of sizes is available, for example from AAA to EE, 5 to 14. Each day Mr. Dealer checks his stock and re-orders missing sizes. When the promotion ends, he returns to the factory sizes he doesn't ordinarily stock.

Newspaper mats and window displays are supplied by Keith. Seldom does a dealer have to give away a pair of shoes, because of his daily check-up. When it does happen, the publicity is well worth the cost.

Smaller Yet

Today Crosley Corp. plants in Cincinnati and Richmond, Ind., will begin turning out 200 of the tiniest autos ever offered to Americans. That per-day production will be stepped up if and when Crosley's 25,000-odd dealers (who now handle radios and refrigerators) re-order in sufficient quantities.

With an 80-inch wheelbase, 40-inch tread, two-cylinder air-cooled engine capable of 50 miles an hour speed, President Powel Crosley's midget, he claims, runs 50 to 60 miles on a gallon of gas. Two models are being offered: A four-passenger convertible sedan, at \$350; and a two-passenger convertible coupe, which can also buzz around as a delivery car, at \$325.

Currently only one pint-size auto is in the field, the American Bantam, priced at \$62 more. Theoretically a big market exists below the \$600 level of the "All Three," Ford, Chevrolet, Plymouth, Crosley, American, and Willys-Overland (at \$580), will divide that theoretical market.

Sticking in a Toe

Stewart-Warner Corp., Chicago, joins the small group of manufacturers who have stepped gingerly into the television pool.

Television receiving sets will be made by S-W "as the television market and consumer demands develop." According to F. A. Hiter, general sales manager, "For the present these two vital factors to television progress are limited, uncertain, and highly unpredictable. Television is still in the stages of development. Until transmitting facilities are greatly improved and extended the use of receiving sets will be confined to limited areas."

At any rate, S-W's set, worked on secretly, is a handsome-looking device. The image, about nine by seven inches, is claimed to be comparable to ordinary magazine illustrations.

Resinox to Monsanto

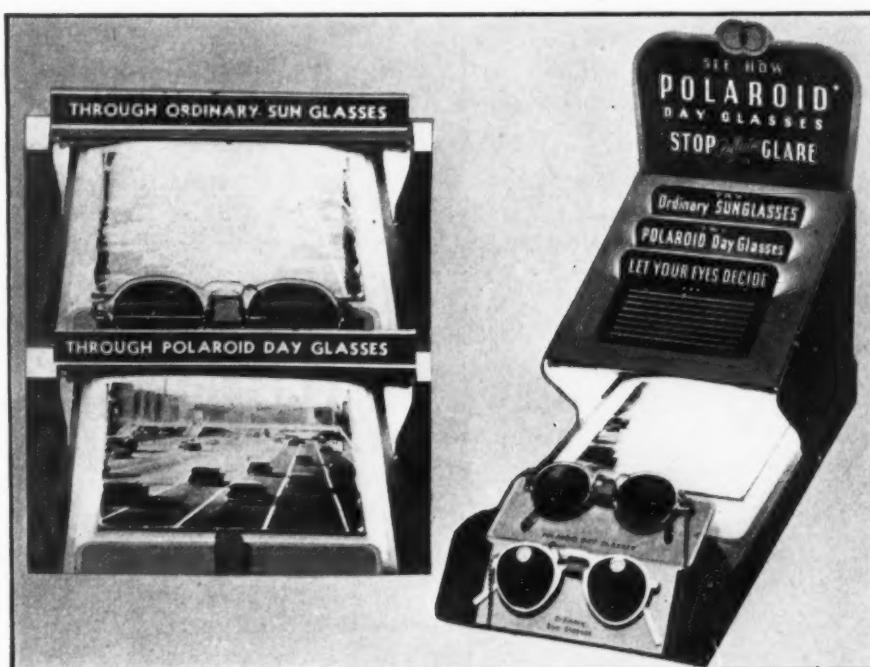
May 4 Monsanto Chemical Co., maker of Vue-Pak and a long list of plastics for products and packaging in its new plastics division at Springfield, Mass., announced the acquisition of Resinox Corp., of N. Y. and Edgewater, N. J. The latter is the country's third largest manufacturer of phenolic plastics molding compounds.

Charles Lichtenberg, who was Resinox vice-president in charge of sales, and the entire Resinox personnel, have been retained.

Transparently Obvious

Once a new idea has been perfected, bystanders say, "That's so obvious. Why didn't I think of it before?" A case in point:

I. Miller & Sons, Inc., N. Y. shoe manufacturers, had a story of their latest shoe styles printed on transparent cellulose in gleaming red, blue, gold, black, and white. The mailing pieces are furnished to retail stores to be included with the latter's end-of-the-month statements to customers. Light weight, sparkling novelty are the advantages. Forbes Lithograph Mfg. Co., Boston, did the job for Miller.



Polaroid Corp., Boston, illustrates how its sun glasses cut out glare with this counter unit. It throws a brilliant spot on a driving scene. Chained to the unit are a pair of Polaroid glasses and a pair of ordinary lenses which make the effective comparison. The same unit used in a window has the glasses attached to the plate glass with a sticker inviting "Make this test." Prospects looking through both glasses in turn have brought "amazing sales results" for Polaroid.

Why We Changed Over to a Flat Expense Allowance for Salesmen

BY J. F. RAMEL

Barnett & Ramel Optical Co., Kansas City, Mo.

AFTER years of unpleasant and long drawn out discussion with salesmen over expense accounts which failed to jibe with what our experience proved were reasonable allowances, five years ago we set up a flat sum for this item—and haven't had a wrangle since. In addition, the change has saved us the difference between \$7 and approximately \$10 a day per salesman, plus one-third of a month's time for a girl whom we used to pay to check the salesmen's weekly expense books with the actual performance.

Working out of seven branches and the home office, our eight salesmen sell optical supplies and prescription services in all or parts of Kansas, Missouri, Oklahoma, Iowa, Nebraska, Northern Texas, Southern South Dakota, South-

ern Minnesota, and Northern Arkansas.

Both Mr. Barnett and I traveled extensively in the early years of the company, which we organized in 1920 in Kansas City, Kans. As the business grew we began to hire salesmen. To us, judging from our own experience with expenses, they seemed to be always out of line on their expense accounts. Our first experience in furnishing an automobile for one of our salesmen made us wary. The frequency with which he had major accidents and major repair bills led us to investigate. We found he was having vacations at our expense.

You might say we were not hiring a very good type of salesman. It is true that we were young and inexperienced in selecting men. As time

went on, our selection was better. But we continued to find that they were stretching expense items. We knew definitely that we were paying more than the actual cost of travel, lodging, and meals. Our own car operation, for instance, cost three cents a mile, and we paid about \$3 a day to eat and sleep. Yet it kept right on costing us around \$10 a day to keep a salesman on the road.

Worst of all, we had to fight continually to keep expenses as low as we did, which meant that a lot of the time we spent with salesmen to go over sales matters was taken up with arguments about expense.

So we established a system of expense control. We asked the aid of some of the men in whom we had confidence, and for 90 days kept an accurate record of mileage and expense. As Mr. Barnett and I had traveled the territories—something we still do—we kept our own accurate record also. From these figures we learned that 91½ to 99 miles per day per man was the average. We made it a round 100 miles. Actual car expense ran slightly over three cents, but under three and one-fourth cents. We made the rate three and one-half cents a mile, or \$3.50 per day. This covers all costs attached to car operation: Depreciation, insurance, etc. While it more than pays the cost undergone by the salesman for the company, it will not cover pleasure and vacation expense for the car, or all the week-end trips taken by his family.

What Are "Living Expenses"?

Since the Federal Government recognizes only meals and lodging as legitimate living expenses, we use this standard. Average living cost, we found in the territory we cover, was \$3.16 per day. We made a flat rate of \$3.50. This gives the salesman a margin of \$2 a week on which to take customers to lunch. Our experience and observation indicate that this happens about three times a week, and rarely costs over 50 cents apiece extra.

This makes a flat daily expense allowance of \$7 a day for car and living expense, with the exception that on Sundays and holidays and lay-over days where there is no traveling done, the living expense only is allowed.

Our compensation to the salesman in addition to this is a good salary. If he doesn't earn it, we fire him. In point of service our men have been on the job from three to ten years. Whenever it becomes necessary to put on a new man, one of the first things we tell him is: "We will pay you all you can earn plus a bonus for your services. But, under no circumstances will



PITTSBURGH CALLING!

Inviting you to stop at the largest, finest hotel in Pittsburgh.
• Here are 1600 spacious, friendly rooms, every one of them with a private bath and circulating ice water • Here are 5 great restaurants to choose from—all distinctively different
• And here are the finest facilities for conventions and sales meetings—large and small.

RATES FROM \$3.50

HOTEL WILLIAM PENN

GERALD P. O'NEILL, General Manager
N. Y. office—11 W. 42nd St.

we allow a man to make a profit off the company with his car or the expense account." Once this is understood, there is no further room for argument.

We check, re-check, and double check expenses once a year. As recently as January, 1939, we found that living expense still was \$3.18 per day in the territory our men travel. Expense has increased in a few spots, but in the case of none of the salesmen would this make a difference of more than a few cents on the daily average over a six-weeks period. In other words, actual lodging and meal expense is still well below \$3.50.

There are times when the salesman gets into a situation which requires him to spend more than the flat sum we allow him. In such instances he is to use his own good judgment. If, in his opinion, it is smart business to spend the extra amount, he should do it, and we urge him to. We have never turned down an expense bill of this kind. We are well aware that the amounts may not seem high compared to some others, yet if the executives and sales managers of businesses would travel through territories and keep an honest expense account (meals and lodging only) they would probably receive the surprise of their lives.

While it saves money and bother, the important result of the flat expense plan is that it obviates any bad feeling that might arise from arguments over allowances. By saving argument, it saves time for talking about productive phases of the business.

Training 'Em to Trade Up: How Ozite Put Over a Sales Lesson

(Continued from page 35)

Ozite pad under a corner of the rug. Have her step on it. One good demonstration is worth a thousand words. Start with the best you have to sell. It is always easy to come down, but it's always hard to sell up from the bottom."

Comes another lesson in the slide film. The young salesman flops miserably after showing a 9 x 12 rug. The older man puts in with this advice:

"Once 9 x 12 rugs were standard. That's true no longer. Women these days come in looking for rugs for a specified room, in specified surroundings, in any size, color or type that will best suit those surroundings.

"In other words, nearly every cus-

tomer is an invitation to the salesman to show his stuff." Sell expertly and please, and the customer, some day, will come back to you."

Then the old head reaches back into one of his own sad experiences and tells a story of his own defeat. Once, he said, he sold a woman a cheap rug pad. Years passed and one day he heard that she was planning a re-carpeting job in her home. He went to her. She told him:

"That pad you sold me once gave miserable performance. It got hard and lumpy. My rug wore out in spots. It wore out far too soon. I think I'll buy somewhere else this time."

"So," said the veteran salesman, "I completely ruined my chance to ever sell her carpeting, or rugs, or rug pads. That's how price sales bounce back at you."

Other lessons are pictured in the film, voices recorded, and the young man takes them to heart. He shortly makes sales he can be proud of; sales that he knows will make him friends. The picture ends with him saying to the older man:

"Remember the lady we eavesdropped on? Well, I felt I owed her something so I've just sent her a bouquet from the florist."

Building Lasting Good Will

The chief lesson in the slide film is that the salesman builds profits for himself as well as the house when he sells the best and gives years of satisfaction. That's why, perhaps, that the slide film has been in such demand. Important houses have shown it, not only to their rug salesmen but to salesmen in all departments. The script was prepared by Earle Ludgin, Inc., Chicago advertising agency, and the picture filmed by Central Film Service of Chicago.

In addition to lessons in sales technique some smart selling on Ozite in particular is included. To prove the durability of hair a picture is shown of the bones of a Great Sloth, dead perhaps 500,000 years, found in a cave. Hair still clings to the bones.

Then a college professor, "Dr. Scott," tells the salesman about laboratory research on hair and of its amazing qualities. "No substitute," he says. Ten of the films are "working" in various parts of the country. Clinton salesmen are continuously making demonstrations to buyers and salesmen.

"We find that everywhere, after the meetings, salesmen linger, ask questions and talk about the film. That shows how it arouses their interest," said Mr. Phelps. "It's the best sales vehicle we've ever had." The film is entitled, "Sales Lost and Found."



Get the jump on competition

WITH THESE SPARKLING WORLD'S FAIR TUMBLERS!

- Right up to the minute . . . a premium that will get your product into the home . . . a premium that ties in with something seen, read about or talked of by everyone in every home.

This year people are World's Fair conscious—millions will visit the New York World's Fair.

Get the jump on competition...step up sales...with these sparkling, crystal-clear Safedge glasses. Each is decorated in brilliant colors with a replica of some outstanding World's Fair building.

Samples will demonstrate the exceptional appeal of these interesting, serviceable glasses. They will come to you promptly from the nearest Libbey office together with prices and complete details. Write for them TODAY.

Libbey Glass Company, Toledo, Ohio . . . Chrysler Building, New York . . . LaSalle-Wacker Building, Chicago . . . New Center Building, Detroit . . . Whitney Bank Building, New Orleans . . . Norris Building, Atlanta . . . 2 Leader Lane, Toronto.

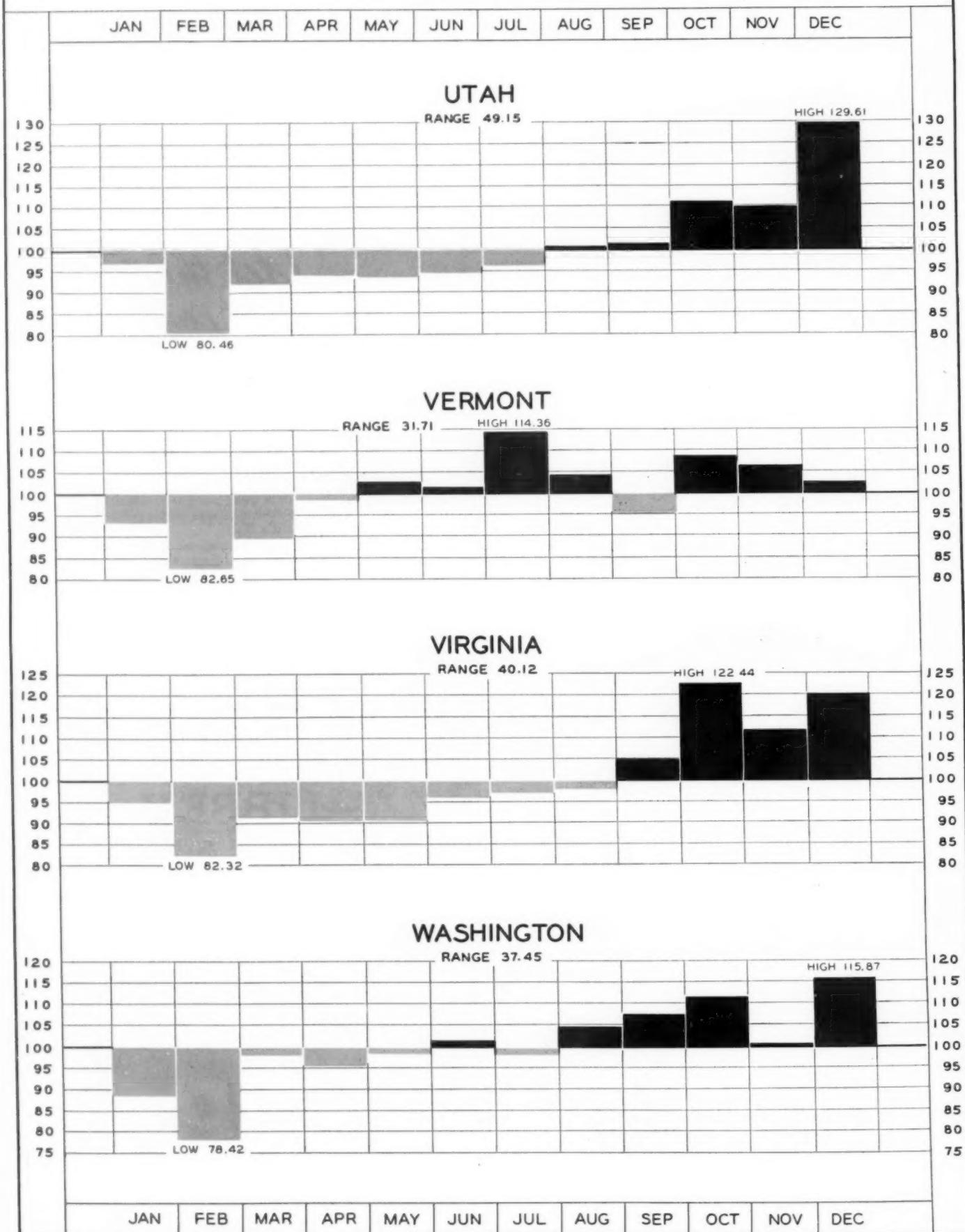
LIBBEY SAFEDGE

Also distributed by Owens-Illinois Glass Company, Toledo, O... Branch offices in most principal cities.



MONTHLY VARIATIONS IN BUSINESS BY STATES

BASE 100 EQUALS MONTHLY AVERAGE OF BANK DEBITS
FOR YEARS 1934-1936



Peak Cities of August

The following figures show for the 151 cities of 50,000 population or more for which bank debit figures are available, the relation between August business activity in each city and its own average month, 124.22, for example, means that Sacramento's business activity in August is 24.22% better than the *average month* in that city. "S. B. P." refers to SM Survey of Buying Power, April 10, 1938. Source of figures: Federal Reserve Bank debits averaged for years 1934 to 1936 inclusive, and computed by SALES MANAGEMENT.

City	August Ratio	National Buying Power %— S. B. P. Trading Area	City	August Ratio	National Buying Power %— S. B. P. Trading Area	City	August Ratio	National Buying Power %— S. B. P. Trading Area
Sacramento.....	124.22	.4021	Toledo.....	99.89	.8286	Indianapolis.....	96.02	1.0790
Duluth.....	114.82	.2497	Evansville.....	99.78	.2569	Columbia.....	95.96	.2996
Minneapolis.....	114.66	2.1940	Berkeley.....	99.68	.5811	Fort Wayne.....	95.93	.3332
Durham.....	114.51	.0650	Long Beach.....	99.47	2.9016 (16Z)	Syracuse.....	95.92	.5327
Topeka.....	110.80	.0792 (29X)	Jackson.....	99.43	.1137	Akron.....	95.90	.3841 (1)
San Jose.....	110.58	.1600 (27X)	Oakland.....	99.27	.6643 (21X)	San Diego.....	95.73	.2706
Beaumont.....	109.16	.2104	Macon.....	99.10	.2306	Wheeling.....	95.63	.1780
Portland, Ore.....	108.25	1.0865	Baltimore.....	98.66	1.1695	Dayton.....	95.29	.4683
Wichita.....	107.60	.5231	Davenport.....	98.66	.2659	Fort Worth.....	95.25	.8533
Kansas City, Mo.....	107.38	1.6709	Buffalo.....	98.43	1.4832	Peoria.....	95.22	.3614
Sioux City.....	107.08	.3799	Kalamazoo.....	98.38	.1638	Flint.....	95.21	.2528
Cedar Rapids.....	106.55	.1395	Camden.....	98.35	.1913 (5X)	Columbus.....	95.11	.8058
Omaha.....	105.51	.8385	Passaic.....	98.34	.2656	Detroit.....	94.92	3.2638
Seattle.....	104.88	1.1574	Raleigh.....	98.29	.4427	Kansas City, Kans.....	94.72	.0990 (14X)
Spokane.....	104.55	.4553	Rockford.....	98.26	.2927 (26X)	Gary.....	94.56	.2688 (10X)
Johnstown.....	104.47	.1917	Houston.....	98.24	.9486	Dallas.....	94.37	.8694
Springfield, Ill.....	103.95	.2378	Harrisburg.....	98.05	.6118	Lynn.....	94.19	.4424 (18X)
Decatur.....	103.69	.1264	Chattanooga.....	97.61	.1968	Galveston.....	93.93	.0671 (9X)
Asheville.....	103.56	.1950	Milwaukee.....	97.52	2.1334 (19)	Charlotte.....	93.78	.3972
Hammond.....	103.53	.2688 (12X)	Knoxville.....	97.41	.3217	District of Columbia.....	93.65	1.0843
Springfield, O.....	103.52	.1157	Reading.....	97.40	.8197 (25X)	Fall River.....	92.87	.2733 (8)
St. Joseph.....	103.28	.1176	York.....	97.33	.1556 (32X)	Pittsburgh.....	92.86	2.8861
Binghamton.....	103.24	.3076	Lincoln.....	97.20	.1758	Springfield, Mass.....	92.85	.5309
Austin.....	103.03	.1138	South Bend.....	97.18	.2345	Mobile.....	92.84	.1229
Lansing.....	102.91	.2508	Scranton.....	97.15	.2609	Hartford.....	92.72	.6091
Hamilton.....	102.76	.1113 (11X)	Huntington.....	97.12	.2443	New Bedford.....	92.65	.2733 (3)
Erie.....	102.48	.2676	Oklahoma City.....	97.12	.8362	St. Louis.....	92.30	2.0291
Youngstown.....	102.38	.3642	Atlanta.....	97.11	.7585	Trenton.....	91.80	.1775 (30X)
Tacoma.....	101.79	.1538 (28X)	Chicago.....	97.04	5.6588	Rochester.....	91.59	.6728
Wilkes-Barre.....	101.63	.3373	Norfolk.....	96.90	.2683	New Orleans.....	91.43	.6831
Greensboro.....	101.57	.1774	Shreveport.....	96.89	.3628	Waco.....	91.35	.1440
Fargo-Grand Forks.....	101.42	.3573	San Francisco.....	96.82	2.2618	Cincinnati.....	91.25	1.1853
Denver.....	101.19	1.1718	Lancaster.....	96.76	.1722 (15X)	Worcester.....	91.25	.4846
Portland, Me.....	101.06	.2416	Los Angeles.....	96.74	3.6154	Little Rock.....	90.97	.3459
Richmond.....	101.04	.4157	Savannah.....	96.74	.1631	New Haven.....	90.96	.4555
Altoona.....	100.87	.1359	Chester.....	96.72	.2981 (7X)	Lowell.....	90.95	.8714 (17X)
San Antonio.....	100.83	.6567	Salt Lake City.....	96.60	.6061	Winston-Salem.....	90.76	.1317
Port Arthur.....	100.69	.1326	Roanoke.....	96.52	.1468	Louisville.....	90.69	.6516
Saginaw.....	100.68	.1559	Brockton.....	96.50	.1563 (4X)	Providence.....	90.66	.6515
Cleveland.....	100.57	2.7395	Terre Haute.....	96.37	.1947	Boston.....	90.60	3.9287
Springfield, Mo.....	100.54	.1465	Utica.....	96.31	.2379	Waterbury.....	90.51	.4555 (31Z)
St. Paul.....	100.45	2.1940 (19)	Canton.....	96.26	.2347 (6X)	Holyoke.....	90.43	.3158 (13Z)
Grand Rapids.....	100.42	.5995	Nashville.....	96.22	.4174	Pasadena.....	90.17	2.9016 (16Z)
Tulsa.....	100.23	.4173	Charleston, W. Va.....	96.21	.3813	El Paso.....	89.99	.2741
Des Moines.....	100.20	.7688	Allentown.....	96.08	.1414 (2X)	Birmingham.....	89.86	.5716
						Montgomery.....	89.33	.2065
						Newark.....	88.89	2.6468 (20X)
						New York.....	88.85	12.4080
						Jacksonville.....	88.58	.4454
						Pueblo.....	88.47	.0520 (24X)
						Tampa-St. Petersburg.....	88.09	.3189
						Philadelphia.....	87.80	4.1148
						Augusta.....	87.19	.1302
						Phoenix.....	86.05	.2403
						Wilmington.....	85.58	.2583
						Charleston, S. C.....	83.38	.1015
						Albany-Troy-Schenectady	80.50	.8200
						Lexington.....	78.62	.1978
						Memphis.....	77.99	.8435
						Miami.....	74.73	.3328
						Fresno.....	65.79	.2725

Explanatory Notes: The "S. B. P. Trading Area National Buying Power %" is a total of the buying power percentages for the counties making up the trading area of the city, as taken from SALES MANAGEMENT's April 10, 1938, Survey of Buying Power. The counties making up the trading areas of the 151 cities have 93.96% of the nation's buying power. Certain cities, such as Minneapolis and St. Paul, have a combined trading area, and the same buying power percentage is shown for each. Certain other cities, such as Hammond, Ind., are parts of a larger metropolitan market, but the percentage of the county in which it is located is shown separately. Such cities are designated with an X. Some counties contain several cities over 50,000 for which bank debits are available, and the county buying power percentage is given for

each. Los Angeles County is an example. Such cities are marked Z. 1. County percentage included in Cleveland area. 2. Ibid Philadelphia. 3. Ibid San Francisco. 4. Ibid Boston. 5. Ibid Philadelphia. 6. Ibid Cleveland. 7. Ibid Philadelphia. 8. Fall River and New Bedford combined. 9. County percentage included in Houston area. 10. Ibid Chicago. 11. Ibid Cincinnati. 12. Ibid Chicago. 13. In same county as Springfield. 14. County percentage included in Kansas City, Mo., area. 15. Ibid Philadelphia.

16. In same county as Los Angeles. 17. County percentage included in Boston area. 18. Ibid Boston. 19. Minneapolis-St. Paul combined trading area. 20. County percentage included in New York area. 21. Ibid San Francisco. 22. Ibid New York. 23. Ibid Beaumont. 24. Ibid Denver. 25. Ibid Philadelphia. 26. Ibid Chicago. 27. Ibid San Francisco. 28. Ibid Seattle. 29. Ibid Kansas City, Mo. 30. Ibid New York. 31. Same county as New Haven. 32. County percentage included in Harrisburg area.



The Dionne quintette and I were born the same day. You'd never believe it to look at us.

* * *

Speaking of size, Singer's Midgets would probably spell it: "Wee, the people."

* * *

CBS stated the case for democracy beautifully and forcefully in a promotional piece: "As solidly American as the right to vote and the right to squawk."

* * *

Phil Schwartz thinks Hitler made generals of all the horse-doctors, on the basis that they were "veteran Aryans." Hey-hey!

* * *

A local For Rent ad offers a "large, nicely furnished room, next to bath. With or without good board." Raymond Barr thinks it is probably "without."

* * *

Montana might give Idaho a run for her money (a potato-race, as it were) with the spud slogan: "Every one is a Butte."

* * *

Definition: Salesmanship is the business of managing the interview—whether you are selling yourself or a \$2,000-car.

* * *

A new Gallup survey of the Rochester *Times-Union* and the Louisville *Courier-Journal* shows that the ads with the most-human copy and the most white space got the highest ratings for "noted" and "read." A basic the new crop of "experts" should paste in their hats.

* * *

Ed Pope offers a good headline for a silver-fox neckpiece advertisement: "Magnificent Possession."

* * *

And this was a good heading on a little ad inserted in *Tide* by a freelance copy-writer: "Take my words for it."

* * *

James W. Hesse, of the Topeka *State Journal*, writes: "Topeka's leading coal dealer, Albert Silk, did not, as one might think, adopt a slogan in which his name became a part, but, instead, we find anthracite and bitumi-

nous dispensed by your warmest friend." Pretty smooth, Mr. Silk.

* * *

Slogan for a washing-machine: "A clothes friend of the family."

* * *

A scout telephoned, without leaving his name, that Klutch, the stickem for false teeth, is using this theme-song on the radio: "Hold Tight."

* * *

Dale Carnegie now has a course in Salesmanship. (Advt.)

* * *

"Denied His Automobile, Bermuda's Governor Quits."—Headline. Come, come now, Sir Reginald. You remember the story of the sympathetic Arab who permitted his camel to put just his head within the tent. Next night it was head and shoulders. Next, all of the camel was in and the Arab had to sleep outside. Break down the Bermuda tradition of "no automobiles" and you have tossed away one of your biggest sales points.

* * *

In jingling mood, Hump Bourne states the case for salesmen and copy-writers:

Before you try
To tell to sell
You've got to know
Your market well.

Not fine-spun words
Can tell to sell,
But potent words
That ring the bell.

Thus, facts and words,
Presented well,
In strength unite
To tell to sell.

* * *

The way our public men stick their necks out, it will be a miracle if the U. S. can stay out of war, if and when it comes.

* * *

A local grave-diggers' strike has been settled. No matter how much those birds got, they'd always be in the hole.

* * *

I've been in a great many barber shops, man and boy, but I have yet to find Listerine lined up with the hair tonics, although I use it at home.

* * *

"The lady's smart . . . she does it the easy way," says an article in *McCall's*.

Reading over my shoulder, an associate remarks: "It must be Spring."

* * *

Speaking of the women's magazines, who remembers when *Harper's Bazaar* spelled it without the double "a" . . . "Bazar"?

* * *

J. Soulard Johnson, director of promotion of station KMOX, St. Louis, clips and mails a little ad from the Martinsburg (Mo.) *Monitor*, which was lifted in turn from the Clinton (Mo.) *Eye*. A pertinent sermonette it is, too: "Advertisers! The mosquito which does a humming business isn't satisfied with one insertion."

* * *

One of my favorite stories about Groucho Marx concerns the time he went to a preview of a picture whose leading-man Groucho does not particularly care for. As the title flashed on the screen, Groucho turned to his companion and said: "It's beginning to drag, don't you think?"

* * *

I never have any luck with patents. I suggested to Ray-O-Vac's C. W. Sandley that bathroom - scales be equipped with a flashlight-battery and lamp, which would illuminate the dial when you got on. He tells me such a scale is already being manufactured by the Walter Bearly Co., Rockford, Ill., adding that it is probably for light-weights. Which crack makes me feel better.

* * *

My idea of a memorable headline: "When you insult your stomach . . . apologize with Vichy Célestins."

* * *

No, Myrtle; I wouldn't precisely say that the people who make surveys are poll-cats, but I see what you mean.

* * *

Having given small amounts at the door on five different nights to boys collecting for baseball uniforms, I said a mild but firm "No" to the sixth. He took it nicely enough, I thought, but next day I found printed in red and blue crayon on my gatepost this pondered reaction: "Nuts to you!"

* * *

Aromatic headline by Raleigh smoking-tobacco: "Phew . . . and far between."

* * *

And *The Family Circle* gives a neat twist to a play-title: "Having wonderful climb."

* * *

Add similes: "No more privacy than a postcard."

* * *

I suppose a former Hearst man would be "a Hearstwhile employe."

T. HARRY THOMPSON

SALES MANAGEMENT



WHAT DOES MRS. AMERICA think of your product—or does she? The thought process of the woman of today has a powerful effect on your sales curve. How the consumer is affected by the force of new advertising arguments determines how she thinks.

Many and varied are the consumer's reasons for satisfaction—or lack of it. Your product, your package, your advertising, those who sell for you—she reckons them all in her appraisal of you. **TO GET HER TRADE YOU HAVE TO KNOW HER REASONING.** What she thinks about your product can bring about a sales decline before you are aware of how she is thinking.

You can prevent this happening to you. Ross Federal will survey the psychological background that determines the thinking and buying habits of Mrs. America. These Ross Federal studies applied to your business will help you anticipate market changes brought about by shifts in the thinking habits of the consumer.

Ross Federal, with its trained force of representatives from coast-to-coast, can tell you what changes are taking place that may affect your sales. Ross Federal can test a new product, package or service in one town or in the nation. Ross Federal can obtain for you dealer reaction or competitive information many times faster than you can get it yourself. Call Ross Federal and know about tomorrow—today.

ROSS FEDERAL WILL HELP YOU INCREASE YOUR SALES BY:

- "Consumer testing" your market, in tens or in thousands, anywhere in the country.
- Studying personally your retail outlets; learning from dealers how your product rates with them, how it meets your competition.
- Seeing that full stocks are maintained at your dealers.
- Placing selling displays at point of sale.
- Applying the trade and consumer stethoscope to your advertising and merchandising programs.
- Providing you with a nationwide organization, to follow your ideas, help solve your problems, handling your sales detailing.

ROSS FEDERAL RESEARCH CORPORATION

EXECUTIVE OFFICES: 18 EAST 48TH STREET, NEW YORK CITY

CUT YOUR HOTEL BILLS 40%

• Special discounts
at Fine Florida and
Philadelphia hotels

A great bargain for sales managers, anyone sending men to Florida or Philadelphia! Excellent modern hotels in Tampa, Florida, West Palm Beach, Florida, Lakeland, Florida and Philadelphia, Pa.

Save 40% off the regular rates on rooms (meals in some). There's absolutely no catch or trick to this, it's a bona fide offer arising out of a special deal. We can satisfy you completely on rooms, rates, etc. Available for just a short time. A minimum amount will be required.

You have nothing to lose by inquiring and have 40% of your hotel costs to gain.

Write today to—

HOTEL AND TRAVEL SERVICE CORP.

745 FIFTH AVENUE, NEW YORK CITY
TELEPHONE: ELDORADO 5-6700

The Board of Directors That's Loaded With Deadheads

(Continued from page 20)

Another wholesome trend of this same nature is that of electing advertising agents to boards. One of the first examples of this occurred when William D'Arcy was put on the board of the Coca-Cola Co. There is no question but that Mr. D'Arcy contributed more to the development of that company than any banker. Today a number of agents are performing valuable services as directors. The agent, with his broad knowledge of business and his expert familiarity with marketing, makes an ideal board member.

Labor, too, is donning the director's silk hat. A notable example of this is the Nunn-Bush Shoe Co. This company now has seven directors, two of them representatives of the employes. One of these directors is elected by the workers in the production department and the other is selected by the retail store division.

Henry L. Nunn, the president of the company, started at the bottom of the ladder in a shoe factory. In 1912 he launched his own business. From the first he has been extraordinarily sympathetic toward labor, and has introduced one labor reform after another. In 1915 he gave up his right to fire an employe. This right was delegated to a grievance committee. He introduced the 52-paydays plan. He took his workers into partnership with him in every way that he could. And now labor composes two-sevenths of the company's directorship.

The Public Finds Its Voice

The public also is being invited to sit among directors. The most striking development of this sort was the appointment of Dr. Walter A. Jessup to the board of the Johns-Manville Corp. Dr. Jessup is a famous educator, being president of the Carnegie Foundation for the Advancement of Teaching. Dr. Jessup is giving the public a voice on the Johns-Manville board. His appointment is evidence that at least some of our large corporations are beginning to recognize their social responsibilities.

The Consolidated Edison Co. of New York is another organization having the public represented on its board. The first of this year it made Mrs. Kenneth B. Norton one of its trustees. She is the first woman to serve as a director of the largest utility in the United States, and one of

the very first women to get on the board of a major corporation. Mrs. Norton is a leader in women's organizations. She previously served as a director on one of Consolidated's subsidiaries. She is well qualified to interpret the attitude of the consumer to Consolidated's board.

Why have not more women been put on boards of directors? With more and more women occupying major executive positions and with an increasing number of women making a brilliant success of their own businesses, isn't it about time that the big corporations recognize that women are of director calibre? They should extend this recognition, not as a gesture of appeasement, but in their own selfish interest.

Woman's Place Is There, Too

Big business is always claiming that it wants the consumer's viewpoint and that its prosperity is largely dependent on how satisfactory are its relations with the public. Then why in the name of common sense doesn't it place Mrs. Typical Consumer on its board of directors? There is no better way of gaining the consumer's viewpoint or of finding out how its relations with the consumer can be improved.

Another reason for placing women on boards is that the major portion of inheritances is falling into the hands of the favored sex. Women are the beneficiaries of most life insurance policies. The same thing is pretty much true of other types of estates, both large and small. For example, Colonel Ruppert's huge estate was left in trust for three young women. It has been estimated that if this trend persists for another hundred years all the wealth in the United States will be owned by women. Already women possess an impressive share of the ownership of corporate business. Since ownership is the controlling factor in the make-up of most boards of directors, women are entitled to vastly more representation on them than they are now getting.

Women's clubs and similar organizations in many places are exerting pressure on banks and other local businesses to get their members on the boards of these institutions. They are meeting with considerable success, too. It has been found that women make

excellent directors for department stores, and for manufacturers who have consumer products. Bankers claim, however, that women do not make desirable directors for banks. "They talk too much and gabble all over town that so-and-so is up against it and is desperately seeking a bank loan," is the way one exasperated bank president expressed it.

Probably the most interesting board of directors development is the current agitation in favor of paid directors. The term "professional director" is preferable, for really there is nothing new about paid directors: Many directors have always been paid, although it is true that they were paid inadequately. As I have already pointed out, they were expected to get their compensation in other ways. The professional director, however, is a comparatively new personage. There are still very few of them.

Balancing the Board

The idea of the professional director was tossed into the limelight when Supreme Court Justice William O. Douglas, then chairman of the SEC, delivered the address last January, which has had such far-reaching reverberations, in which he advocated the employment of paid directors "who really direct." Mr. Douglas said that this new kind of director would take the place of the often inactive director who "does so little in the way of actually directing or supervising corporate managements.

"We are a capitalistic economy," continued Mr. Douglas, "and only so long as we remain a capitalistic economy will we remain a democracy. The most serious body blows to capitalism . . . come in scandalous mismanagement and reckless disregard of the ancient principles of trusteeship . . . We should take such steps as are reasonable and practicable to perfect the corporate mechanism so that investors will be safeguarded, actually as well as ostensibly against at least the more flagrant type of management abuses."

That address of Mr. Douglas will gain in importance as time goes on. It has set the more thoughtful owners of corporate business to thinking how the abuses that have grown up around the board of directors system can be corrected. Mr. Douglas put his finger on the real trouble with the system—*boards are not balanced properly*. Putting professional directors on boards will go a long way toward balancing them. Already Mr. Douglas' suggestion is taking hold. Many organizations are considering the appointment of professional directors. Some have been appointed. In a few years professional directors will be as common

as today they are comparatively rare.

What is a professional director? What are his qualifications? To qualify for a professional directorship, a man or woman must be expert in some field or line of work. And, of course, that line must be of major importance to the concern to whose board the professional director is appointed.

Bankers and lawyers really qualify as professional directors. Most boards need financial and legal authorities on them. Many boards have been cluttered up with experts of this type and entirely lacking in experts of another kind. That is what was wrong with the McKesson-Robbins board. It had several able and conscientious men on it, but they were all of the same type. Had there been a competent management engineer among them, a man familiar with modern operation control practice, Philip Musica would not have been able to get away with his gigantic deception.

The composition of any board should depend, to some extent, on the kind of business the company is in. Every board should have a director who is an expert on the technical phases of that particular business. For instance, a steel company should have some one on its board like United States Steel's Ben Fairless. A company making style goods should have a director of the calibre of Mary Lewis, of Saks Fifth Avenue.

All boards should have a director

who knows the company's markets, as Clarence Francis knows General Foods' market. Today most large corporations need a public relations expert on their boards. Many corporations should have an accounting expert sitting among their directors. Companies depending on the cooperation of labor should have a labor representative on their boards. And most companies of any size should have an economic expert as a director. In these troublous times a practical economist may be the most valuable member of the board. It is hard to see how sound decisions can be reached without such a director.

In other words, all activities of importance to a business should be given a voice on its board of directors. A board of directors composed in this way will be well balanced and will be organized to do an intelligent and effective job in directing the policies of any corporation.

A board should concern itself with directing and broad supervision. It should not go too far into management. Most boards bother too much with matters that belong strictly to management. Boards should give management full authority and then not interfere with the management until it has had time to achieve results. All that boards should do in any event is to hold management responsible for results, after sufficient authority has been given.

Right in the Middle of a Good Time



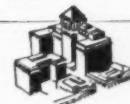
These great beachfront hotels are near all that's going on along the Boardwalk . . . and add many unique attractions of their own.

Here are long Ocean Decks basking in spring sunshine . . .

LEEDS AND LIPPINCOTT COMPANY

Chalfonte-Haddon Hall

On the Boardwalk ★ ATLANTIC CITY



TORONTO
MONTREAL
WINNIPEG
LONDON, Eng.

GIBBONS KNOWS CANADA
J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA
CALGARY
EDMONTON
VANCOUVER



Putting Oklahoma Over

On April 23 the Sunday *Oklahoman* published a 292-page issue, celebrating the 50th anniversary of the "Run of '89." At high noon, on April 22 of that year, the "Oklahoma Country" was opened for settlement. The "Run" which followed opened a dramatic chapter in the nation's history.

By nightfall of that day some 6,000 persons had converged on the water tank and cluster of buildings known as Oklahoma Station and had begun to stake out a new city.

That city today has a population of 225,000 and that state a population of 2,500,000. And both, Oklahomans believe, have "just begun to grow."

Oklahoma Publishing Co., direct descendant of publications born with the "Run," has grown proportionately. Typical of this growth, the 50th anniversary issue carried not only a wealth of editorial material on the progress of Oklahoma city and state, but 138,000 lines of advertising from 400 local and national advertisers, who thus expressed their faith tangibly.

That issue symbolized a program which the company has followed consistently throughout its 36 years, of *putting Oklahoma over*. It has not merely grown with Oklahoma; it has helped Oklahoma to grow. Today, through newspapers, radio and a farm paper, it influences regularly a large proportion of all the people of Oklahoma and nearby states.

The combined circulation of the morning *Oklahoman* and the evening Oklahoma City *Times* is now nearly 200,000. The *Farmer-Stockman*, which emerged in 1911 as a semi-monthly farm magazine from the *Weekly Oklahoman*, reaches some 240,000 farm families in Oklahoma and North Texas. The company's Mistletoe Express Service employs 76 trucks to get its publications quickly to readers. It operates Station WKY, Oklahoma City, and Station KVOR, Colorado Springs. Under affiliated management is KLZ, Denver.

The entire set-up, E. K. Gaylord, president of Oklahoma Publishing Co., told SM, has been built to increase the company's ability to serve the Southwest. Through publications and radio, among urban and rural people, it has sought to build "vertically" toward this end. It has resisted the temptation to expand "horizontally"—into chain newspaper operation, for example.

The anniversary issue was a six-month job. The promotion work on it covered even a longer period. Most of the promotion, however, has appeared since January 1, in a series of eight impressive brochures to advertisers, agencies and others, all under the uniform title, "Men, Methods and Machines."

These have told primarily the development and objectives of the company. They described the work, in a young section of the country, of a group of men and women who keep mentally young—and pioneering. Some of these people, to be sure, have been with the company a long time. Of its 848

full-time employees, 225 have been there ten years or more, and 106, 15 years or more. But they have not been *rusted* by the years.

In a sense, this company is perhaps the only publishing enterprise in the country which has grown, step by step, throughout the entire history of the section which it serves. First newspaper published in newborn, mushrooming Oklahoma City in 1889 was the *Times*, direct antecedent of the Oklahoma City *Times* of today. This newspaper, with 15,000 circulation, was purchased by the company in 1916. Its circulation today is 92,000.

In 1903, E. K. Gaylord and two associates pooled resources to buy an interest in the *Daily Oklahoman*, and founded the Oklahoma Publishing Co. Mr. Gaylord was secretary-treasurer then. For the last 22 years he has been president.



E. K. Gaylord . . . Reports of a big gas pocket near Oklahoma City prompted him to cable from London, "Buy Station WKY."

The next expansion was the launching of the *Farmer-Stockman*.

Agriculture was thriving. Manufacturing and other industries were being attracted to Oklahoma—the biggest of which became oil.

Meanwhile, a brand new industry—radio—appeared on the national horizon. One of the earliest radio stations was WKY of Oklahoma City. A young radio engineer of that city obtained the first commercial broadcast license west of the Mississippi and launched the station in 1921. Radio, of course, did not become a major factor in advertising until the beginning of the networks several years later.

An early radio booster was Edgar T. Bell, secretary-treasurer and business manager of Oklahoma Publishing Co. Mr. Bell tried to persuade Mr. Gaylord to buy an interest in a station, but Mr. Gaylord was reluctant. Radio was then too much of a "gamble"—even for an Oklahoman. But Mr. Bell persisted.

In 1928, Mr. Gaylord and his wife happened to be visiting in London when he received word that a big pocket of gas had been struck 4,500 feet down near Okla-

homa City. Gas meant oil, and oil meant new prosperity. Mr. Gaylord told his wife he believed they could afford to spend some money on radio. Even before the oil itself was struck the company had bought WKY. A month later, at 6,500 feet, came the oil. There are 1,500 wells in that field now.

Radio also proved a pretty rich "field." WKY, NBC affiliate, has stepped up its power from 1,000 to 5,000 watts, has consistently expanded its facilities, and its advertising. Currently, its business is at record levels. In 1936 WKY received *Variety*'s showmanship award.

In 1936, also, the company acquired KVOR, Colorado Springs, founded in 1922. And in 1938 this station received the *Variety* award. In 1935, Mr. Gaylord and associates had acquired KLZ, pioneer Denver station.

When depression curtailed railway schedules in 1931, Oklahoma Publishing Co. met the situation by forming the Mistletoe Express Service to carry its publications. The fleet worked so well, morning and evening, that other shippers, such as movie distributors, asked for a lift. Now, 76 Mistletoe trucks travel 11,000 miles a day over Oklahoma highways. Last year these trucks carried 40,000,000 pounds of express, only 26% of which was newspapers.

Circulations of the *Daily Oklahoman*, the Sunday *Oklahoman*, the Oklahoma City *Times* and the *Farmer-Stockman*, all are currently at record levels. From 4,762 in 1903, the *Daily Oklahoman*'s circulation rose to 38,348 in 1913, to 64,338 in 1923, and its average for last month was 104,673. The Sunday *Oklahoman* had 5,050 in 1903, 42,941 in 1913, 83,741 in 1923, and its average last month was 163,379.

The *Times*, meanwhile, expanded from 12,795 in 1913 to 50,813 in 1923, to an average of 92,574 last month. As the *Weekly Oklahoman*, in 1909, the *Farmer-Stockman* had a circulation of 4,247. By 1913, as the *Farmer-Stockman*, its circulation was 71,065. By 1923 this had doubled, to 144,891, and currently it is 239,099.

Despite Oklahoma City's rapid growth in the twenties, when its population rose from 91,295 to 185,389, it has continued to expand consistently. The city's retail sales, for example, were about \$90,000,000 last year, as against \$57,102,000 in 1930.

Thus, before, during and after "depressions" and "recessions," the company has grown. Oklahoma and the Southwest, on their part, are doing pretty well too. A decade ago most of the state's income was divided into about equal thirds, from oil, agriculture, and manufacturing and processing. These proportions obtain today. The price of crops generally has come down but the price of livestock is higher.

The nation's three leading crops are wheat, cotton and corn. Oklahoma grows all three, in that order. It boasts of being "the only state" which grows all of them in "marketable quantities."

The state is 65% rural, but the cities are growing and their industries being diversified.

Oklahoma is wealthy, Mr. Gaylord pointed out. Some of its individual fortunes exceed \$50,000,000. But its wealth is not "entrenched"—not handed down through generations, with the heirs (taxes permitting!) living on the interest. Oklahoma, he said, has kept on creating new wealth. Its people believe that there are more big "strikes" to come, and they are working and planning to realize them. They are not afraid to take a chance.

The spirit of the "Run" still prevails.

"Push Promotion," Say Convention Speakers

In laying heavy emphasis on newspapers' need for a more dramatic and human presentation of their institutional story, speakers at the 10th annual convention of the National Newspaper Promotion Association, held in New York late last month, exhorted promotion men to increase their efforts to dramatize the essential values of newspapers as a selling medium, to meet promotional showmanship of other media with showmanship.

Mrs. Reid, vice-president, N. Y. *Herald Tribune*, in striking home her point of newspapers' need for bigger and better promotion methods, said, "Newspapers have been quick to condemn others for being slow to promote themselves, yet, with only a few golden exceptions, they have been slower than anybody else. Years before newspapers had become business-minded, magazines were hard at work selling themselves to advertisers. . . . Putting out a daily newspaper is a tremendous responsibility—and the promotion department has an equally great responsibility in interpreting the newspaper to the world." . . . In this connection, Mrs. Reid advocated the adoption of laboratory research technique used by industry to keep newspapers abreast of changing conditions of the community and the world . . . such a continued study, possibly an ANPA undertaking, also be part of the individual newspaper set-up, probably a responsibility of the promotion department.

Kenneth Collins, assistant to the general manager of the N. Y. *Times*, also stressing the need for stronger promotion, cited the growth of radio, the development of news magazines and the "emancipation" of women's magazines and attributed the success of these three media to their superior salesmanship.

"The newspaper has a more vivid hold on the public than any one of these media," he said, and continued: "We're indispensable to the public—but we've taken that for granted and become complacent about it. If we don't change this attitude, our problem is going to become harder every year. We dare not sit by, saying nothing."

George Benneyan, director of promotion and research, Bureau of Advertising, ANPA, scored newspapers for assuming that advertisers are sold on newspapers, and outlined five specific requirements for their promotion departments: 1. They must have more money to spend on promotion; 2. they must get out of the rut in which so many of them appear to be at present; 3. they must find new and striking promotion methods; 4. they must make greater use of factual material; and, 5. they must place more emphasis on advertising newspaper space as a medium and less on the individual newspaper.

The convention ended with the election of Ivan Veit, promotion manager, N. Y. *Times*, as president of the association. He succeeds Kenneth Mason, N. Y. *Sun*, who joins the board of directors for a one-year term. Other officers include W. J. Byrnes, Chicago *Tribune*, vice-president; Ramon Cram, Columbus *Dispatch*, secretary, and Bradford Wyckoff, Troy *Record*, treasurer. New directors are Leslie David, *Wall Street Journal*, and George Grim, Minneapolis *Star*. Jacob Albert, Detroit *News*, and Kenneth Seibert, Providence *Journal-Bulletin*, continue on the board.

* * *

A similar cry for alert promotion was heard at the 53rd annual convention of the American Newspaper Publishers Associa-

tion held concurrently in New York with that of the ANPA. The meeting, attended by almost 700 newspaper leaders—the largest attendance on its records—was highlighted by the increased emphasis laid on the necessity for more aggressive action to brighten newspapers' future lineage record, a complete change in officers of the association, and an unusual optimism regarding the future of newspapers and the outlook for the nation at large.

John S. McCarron, general manager of the Cleveland *Plain Dealer*, was elected president of the ANPA during the final session, to succeed James G. Stahlman. Walter M. Dear, general manager, Jersey City *Journal*, formerly ANPA treasurer, was elected vice-president. To his place as treasurer, association members elected William G. Chandler, general business manager of the Scripps-Howard Newspapers, and John S. Parks, publisher of the Fort Smith (Ark.) *Southwest-American*, was made secretary. Mr. Chandler and Mr. Parks were formerly directors.

Cranston Williams, who for several years has been secretary of the Southern Newspaper Publishers Association, was elected ANPA secretary to succeed Lincoln B. Palmer, resigned.

Advertising Media Expect Larger Summer Volume

Dat ol' debbil Summer, which used to have a way of playing havoc with the best-laid plans of advertising media executives, probably will not prove such a negative factor this year.

Summer advertising volume, except in outdoor media, will continue to be smaller than that of the Winter and Spring, but in comparison with the same period of a

IF BUSINESS KEEPS YOU AWAY FROM HOME:

HERE'S TRAVEL NEWS



NOW—You can commute New York-to-Chicago—in 4 hrs. 35 min.—via TWA! Leave Manhattan this morning—return tonight! 7 flights each way . . . Fare, \$44.95
NEW YORK TO LOS ANGELES—overnight—via "Sky Chief"! Gain 2 days over fastest ground travel! . . . Fare, \$149.95
10% Discount on Round Trips!

Transcontinental & Western Air, Inc. SMG
Kansas City, Missouri

Send FREE BOOKLET on TWA service to both Fairs—with stopovers at Boulder Dam and Grand Canyon!

Name _____

Address _____

City _____



SHORTEST, FASTEST COAST-TO-COAST



An Advertising Investment in the 81 I & I Markets... Pays Double Dividends

Sales curves shoot uphill for alert executives who consistently sing an advertising duet with local advertisers in Illinois and Iowa dailies. Acceptance of your product may keep your salesmen traveling, but it is demand that keeps them busy writing orders.

Cost worries are something you file away permanently by taking advantage of I & I

Frequency Discounts. You save as much as 10% in each I & I paper used by complying with the liberal I & I Frequency Discount Schedule.

Don't let your product become an after-thought with Illinois and Iowa consumers. Try this simple, easy way to sales and savings. Hundreds are piling up proof that it pays.

One letter to either state association brings you a copy of the Frequency Discount Schedule. Free up-to-date market reports available from all 81 I & I dailies. Write today.

Daily Newspaper League of Illinois
401-02-03 Leland Bldg., Springfield, Ill.

Iowa Daily Press Association
405 Shops Bldg., Des Moines, Iowa



year ago, it is expected to be larger.

Which means that, barring war or holocaust, the advertising business ought to be pretty good by Fall.

Take radio, for example: On May 1 the number of commercial network shows on NBC networks for the first week of July indicated a total of 77½ hours, as against 67½ hours booked by May 1 for the same week of last year. The Red network's commercial time probably will be increased from 51 to 57½ hours, and the Blue's from 16½ to 20. Columbia's net increase for the Summer, at this writing, appears to be at least 5½ hours a week.

After several months of declines from year-ago levels Columbia's billings in April rose 17.7%. NBC climbed 7.6 and Mutual 38.6 that month.

Aided by large increases in automotive lineage, and recent moderate gains in general and retail advertising, the newspapers have turned early-year minuses into pluses, and probably will be on the plus side for the first half. In New York and California the World Fairs are beginning to show some effect. Nine New York City newspapers had a total advertising lineage of about 430,000 in special Fair sections alone. Pacific Coast newspapers, in contrast with the downward trend for newspapers as a whole in that period, were up about 7% in the first quarter.

A composite picture of the eight Hearst magazines works out like this: They had losses, respectively, of 7.8, 5 and 1.6%, in January, February and March issues, and gains of 1.0 and 8.8 in April and May. The magazines included are *Cosmopolitan*, *Good Housekeeping*, *Harper's Bazaar*, *House Beautiful* and *Town & Country*, and *American Druggist*, *Motor and Motor*

Boating. The business papers started their comeback in March, the consumer magazines in April. Although data are not available at this writing for all these publications for June, *Cosmopolitan* and *Good Housekeeping* will have a combined increase of 11% in that month.

Life expects to be up about 60% in the second quarter . . . *Fawcett Women's Group* turned a first-quarter loss of 7.2 into a second-quarter gain of 8.4. *Fawcett Men's Group* turned a first-quarter loss of 3.9 into a second-quarter gain of 33.6 . . . Another group of magazines has reduced its loss from 12 to 8.9 in this period . . . *True Story*, down 9.8 in the first quarter, was up 3.4 in the second. Its June issue shows a lineage gain of 15.2%.

National advertising in outdoor was down 10.8% in the first quarter. The April total, however—not quite completed at this writing—was “equal or a bit better” than that of April, 1938. Bookings on hand indicate that the Summer will be “up.”

McCall's June issue has a 9.2 lineage gain. *Redbook* is 11.8% ahead . . . *Collier's* in April carried its largest volume in history. *Saturday Evening Post* has followed up a gain of 2.8% in the first quarter with a gain of 15.2 in the second, making its increase for the first half of this year 9.5%. *Ladies' Home Journal* reduced a decline of 14.7% in the first quarter to a decline of only 4.9% in the second, and thus is off 9.1 for the half.

The condition of the Stock Exchange may not yet be all that a few million investors would like to have it, but the *Wall Street Journal*'s total advertising volume showed a gain of 22.5% last month.

A lot of advertisers are finding that the Summer is about as good as any other season for consumers to consume.



WORLD-HERALD PHOTO

Brings Record Crowds to Omaha

Seventy years ago a golden spike was driven into a laurel mahogany tie on the Union Pacific, and Omaha became the gateway to the West. April 26th—29th all Omaha joined with Nebraska and Western Iowa in a gigantic “Golden Spike Days” celebration.

The Omaha World-Herald carried the load of publicizing the event. Recognizing the significance of “Golden Spike Days” to the people of the Midwest, this newspaper filled its columns with pictures of whisky clubs, women in 1869 dresses and bonnets, news stories of preparations everywhere. On Tuesday, April 25th, we published a Souvenir Edition of 100 pages, carrying hundreds of columns of stories and pictures of Omaha and the pioneer West.

The sensational success of Omaha's great “Golden Spike Days” celebration points with unmistakable emphasis to the pulling power of the Omaha World-Herald—a newspaper that merits a permanent place on your A-schedules.

THE OMAHA WORLD-HERALD

National Advertising Representatives
O'MARA & ORMSBEE, Inc.

Britton Heads ABP

Mason Britton, vice-chairman of the McGraw-Hill Publishing Co., and chairman of the board of the Advertising Federation of America, has been elected president of the Associated Business Papers, to succeed D. J. Hansen, *Domestic Engineering Magazine*, Chicago, now on the executive committee. Roy V. Wright, vice-president and secretary of the Simmons-Boardman Publishing Corp., N. Y., has been elected vice-president, and W. J. Rooke, president of W. R. C. Smith Publishing Co., Atlanta, treasurer. H. J. Payne continues as executive vice-president.



Mason Britton,
ABP president

Bachrach

Herald Tribune, with RCA, Publishes Facsimile Paper

In the RCA exhibit building at the New York World's Fair, the *Herald Tribune* has begun daily publication of “The Radio Press,” a facsimile newspaper. Done in co-operation with RCA, this is the first newspaper-sponsored facsimile in the New York area, and the first to be published by newspaper and broadcasting organizations unassociated with each other.

Four editions are run daily, from 10:00 a.m. to 10:00 p.m., the first early morning edition being limited to World's Fair news and the other three to “spot” news using Associated Press service. Facsimile operations are not actually broadcast, but are shown in the exhibit room receivers and in other parts of the exhibit hall.

Scribner's Halts Publication

Because of scarcity of working capital, “coincident with the usual Summer slump,” *Scribner's Magazine*, which began its 53rd year in January, suspended publication with its May issue. In the announcement of their decision to halt *Scribner's* career, Magazine Associates, Inc., N. Y., the monthly's publishers, said, “Publication will be resumed in the Fall, providing sufficient capital is secured to operate soundly. This action has been taken with the unanimous approval of the management of the magazine, the officers of the corporation and the stockholders.”

The magazine was operated as a department of Charles Scribner's Sons, publishers and booksellers, until 1938, when it became the property of Harlan Logan Associates. Magazine Associates purchased it in February of this year.

Vision, Sunday Supplement, to Make Debut This Fall

Vision, the new Sunday supplement now being promoted by Publication Corp., to appear with newspapers in middle-size cities, will make its first appearance end

of this year or beginning of next. A definite date has not been set as yet.

The supplement, for which papers with 1,500,000 total circulation have already signed the dotted line, is intended for appearance in such cities as Beaumont, Peoria, Rochester, Little Rock, Fargo. It is hoped that papers in 60 such towns will sign, with a total circulation of 3,500,000.

Vision is not to be sold in competition with Publication Corp.'s biggest-city supplement, *This Week*, but, on the contrary, is to complement metropolitan coverage, and advertisers are to be told that it will reach markets now only being skimmed over by big-city newspapers and magazines.

Preview dummies, distributed in New York among newspaper publishers there for the ANPA convention, contained 60% pictures, 40% text. No fiction is to be carried.

Publication Corp. controls Crowell Publishing Co., which publishes *Collier's*, *American Magazine*, *Woman's Home Companion* and *Country Home*.

"The Keys to Everytown"

The Bureau of Advertising, American Newspaper Publishers Association, has released to its member newspapers today "The Keys to Everytown," its general newspaper presentation—considered the "most important single piece of newspaper promotion issued by the Bureau to date."

Designed for showing to groups of advertisers, "The Keys to Everytown" is a "display" presentation—printed in four colors, graphically illustrated with photographs, charts and tables, and contains 130 pages of 15 by 20 inches. It is divided into six sections, in which the following subject matter is covered: Newspapers' news, editorial and feature columns; newspapers' circulation coverage; newspapers for "spotting markets"; advertising readership (excerpts from a recent survey showing to what extent newspaper advertising is read); newspaper advertising's part in selling merchandise for all retailers; successful newspaper campaigns.

NBC Appointments

Lenox R. Lohr, National Broadcasting Co. president, has announced the following executive assignment changes: A. H. Morton, former vice-president in charge of managed and operated stations, as vice-president in charge of television; William S. Hedges, formerly vice-president in charge of the station relations department, now in charge of a newly created stations department; Clay Morgan, formerly head of the publicity department, now an assistant to the president for special public relations and institutional promotion assignments; Frank E. Mason, vice-president and assistant to the president, as head of the newly created department of information; and Sidney Strotz, as manager of the Central Division with headquarters in Chicago.

Media Men

Effective today, Lewis S. Fidler becomes general ad manager of the Cleveland *Press*. Of the ten years Mr. Fidler spent in the national advertising department of Scripps-Howard Newspapers, he was for the last three an assistant eastern manager. Stanley Bailey succeeds him in this post.

Samuel R. Penfield, for the past decade manager of the *Ladies' Home Journal* in Chicago, has been made manager of the Chicago office of the Curtis Publishing Co., to succeed W. R. Boyd.

ASK FOR THIS INTERESTING BOOK



Explaining a New Dealer Service Plan You Should Know About

The new Booth Newspapers' method of cultivating local key dealers, in the interest of closer national advertising cooperation, is an outstanding advertising development. An interesting book, descriptive of this new Booth service, may be obtained from I. A. Klein, 50 E. 42nd Street, New York, or John E. Lutz, 435 N. Michigan Avenue, Chicago.

BOOTH Michigan NEWSPAPERS

Grand Rapids Press

Flint Journal

Saginaw News

Bay City Times

Jackson Citizen Patriot

Muskegon Chronicle

Kalamazoo Gazette

Ann Arbor News

AKRON BUSINESS PACES NATION

Akron business for the first quarter of 1939 was well ahead of the same period last year with indexes registering gains ranging from 10 to 450%. Both Manufacturing and Retail gains are apparently well ahead of United States business as a whole, the bureau of business statistics of Akron University's Commerce Department reported in its March review.

Here are a few of the GAINS Reported!

Res. Building Permits up 207.7%, 442.2% in value.

New Pass. Car Registrations up 61.9%, Trucks 121.6%

Inbound Carloadings up 28.1%, Outbound 21.8%

Industrial Power Consumption up 24.3%

Long Distance Telephone Calls up 21%.

Property Sales up 18.9%, Bank Debits up 14%

Department Store Sales up 13.5%, Postal Receipts up 8%

For Blanket coverage of this alert, free-spending Akron Market, place your sales messages in the

AKRON BEACON JOURNAL

Est. 1839

Represented by STORY, BROOKS & FINLAY

ADVERTISING AGENCIES



Midwestern Agents

Out in the Middle West, away from the grandeur and glamor and feverish business hurly-burly of our Size 1 cities, is an agency that, in a number of matters, stands unique. It's the Cramer-Krasselt Co., of Milwaukee.

The agency was born virtually in a bedroom—because in its swaddling days its youthful founders had no other crib to put it in. The founders, then of pre-razor age, were Frederick G. Cramer and William A. Krasselt. Mr. Cramer died in 1934 and Mr. Krasselt, chairman of the board but smiling gently at titles, his luxuriant hair only slightly grey, carries on. The agency's president is A. W. Seiler, who has been with the organization since 1907, and its executive head since Mr. Cramer's death. Around the office they call him "Walt." Harry T. Dyson, Arthur J. Spoerl and Jay Blake, vice-presidents and account executives, lead the activities of the sales and contact staff.

Now in its third home, Cramer-Krasselt occupies two and a half stories of a building that covers a quarter-block. Its walls, honestly antiqued, are lined down their long halls with oil paintings. If you grow curious and ask about them, you will be told that when business died, back in the early 30's, the art staff of the agency began painting them because there was nothing else to paint.

SM, curious to learn the methods and policies that had enabled an advertising agency to grow to such stature in a mid-western city of not much more than 500,000 population, far from the home of offices of many of its clients and distant from the larger money-pools of the nation, questioned Mr. Seiler.

Agents in the Field

"There is really no mystery about it," he said. "You may visit our offices almost any time and find a number of them empty. That is because our executives and copy-writers are out, talking to distributors, dealers and customers. They are finding out what the public wants and why it wants it; they are checking on sales trends and seasonal flows of goods; areas which may, for some reason or other, have unusual buying power.

"Last year our men traveled more than 600,000 miles—copy-writers, contact men, field men and production men—and sometimes from ten to 16 were engaged in a single, specific study that had to do with some one account.

"It was field work that taught us that if we were to sell washing machines in the South we had to use a very different attack from what we'd use in selling them in the North. More than once a field man working with some exceptionally successful salesman has run into some clinching argument

or telling sales phrase that has been used to great value in advertising copy.

"When we began to prepare a campaign for rock crushing equipment and heavy machinery we sent our copy man out to visit gravel pits and quarries. He lived with the workers until he learned to talk their language and got the 'feel' of the operations. Not until he had fitted himself into the picture physically and mentally did he start to write his copy.

"More than 6,000,000 tourists and vacationers may come to Wisconsin in a single year and they may spend more than \$250,000,000 while here. We see that our copy men who prepare the promotional matter to lure more millions to the state go out and visit all of the playgrounds and resorts. They talk to out-of-state visitors and they talk to resort owners.

"We've had our men out in boats on raw, cold March mornings with the state's spawn fishers. They've watched the fishermen strip the male and female fishes to prepare the eggs for the hatcheries. Our men have gone into the woods in the Summer, Fall and Winter to get the atmosphere of the things they are to write about. It was through field work that we learned that Wisconsin draws tourists mainly from nine states and that helped us to know where to place advertising to get a maximum return for the dollar spent.

Diesels to Ice Cream

"We have pursued the same course in preparing sales campaigns and advertising copy for such widely divergent lines as aluminum ware, diesel engines, farm tractors, chemicals, tires, toilet articles, cheese, baby chicks, lace paper, house dresses, fencing, air conditioning, heating, refrigerators, groceries, lawn mowers, beer, vitamins, trees, shrubs and flower seeds, hams and sausages, and ice cream.

"When we started to market washing machines in the deep South we found a lack of interest on the part of housewives. Copy that had succeeded in the North failed to make a dent. Field workers were sent down to discover why. They learned that the average housewife turned her washing over to a negress who took it home. When it was done she brought it back.

"Our field men, by careful investigation, learned that many of the homes where the washing was done were unsanitary. They learned that the washing at times came out of districts where there was diphtheria, scarlet fever and other diseases. We put these facts into sales talks and advertising.

"Southern women, we found, were not much interested in labor-saving devices because they did not labor. They left the work to servants. So we bore down on the point that the washing machine was, first of all, a mechanical servant. More, it was a sanitary servant. Southern women

could understand those arguments and so they began to buy.

"Advertising now must be written not only for its effect upon the consumer, but must also contain selling arguments which will motivate dealers and salesmen and energize them to forge a more persuasive selling presentation. An appreciation of the opportunity of contributing to its force must be built up among the distributive organization.

"Our men have asked hundreds of distributors and dealers in many lines throughout the country in the last few years what agency was handling their product, only to receive the answer that they did not know. I'm wondering what the answer would be if some of these agency executives and their copy-writers were asked just how many days they spent each year out in the field studying the actual practice of selling.

"Many an agency's point of contact has been, I suspect, far too much at the client's main offices and too largely with general executives, the sales and advertising departments and, perhaps, occasionally, with the engineering department.



William A. Krasselt (left) chairman of the board, and A. W. Seiler, president of Cramer-Krasselt

"It is not, after all, the sales manager of a company who finally okays the advertising; neither is it the treasurer who approves the bill. It is the distributive organization and the public who render the verdict. So it is important to know their responses.

"More, some of the smartest copy slants I have ever seen have come direct from dealers and salesmen who, after years of experiment in the laboratory of the public, have come to know how to turn words and frame phrases which actually get sales.

"We have found, too, that when high executives visit branches, distributors and dealers, the latter, fearful of making a bad impression by voicing their problems, often stand mute. They become inarticulate. But when an agency man arrives they blow off about their troubles long and loud.

"The trained agency man, weighing cause and effect, records the real complaints and sets up logical answers to others. He thus performs another service that he can't render unless he gets into the field."

Cramer-Krasselt also stands ready to arrange and hold sales meetings for clients, to design sets or booths for conventions or exhibits, or stage an entire convention. Its first account, 44 years ago, was the manufacturer of a farm telephone set. It has held one account from 1904 to now. Twelve employees have been with it since 1911; three since 1898. The staff averages around 200 persons. The Cramer-Krasselt Co. sets up its own copy in its own print shop under supervision of its copy department. It specializes in surveys and market studies.

As an agency it has bought more than \$5,000,000 worth of space in over 3,000 publications yearly; it placed the largest campaign of full color pages ever used

Sold

Sales Management

In five years has DOUBLED its proportion of the total advertising lineage appearing in the six national sales - advertising magazines.... Pictograph shows the rate of growth during first quarter of each year.

THE MAGAZINE OF MODERN MARKETING



carry on demonstration programs during which listeners can learn whether these sets are hanging in the new signals of art and thus could make millions of new prospects for sets among those who would become satisfied with old or inferior ones that were shown to be missing so much of the beauty of the new. It is true that we have demonstrated that some of the instruments in the great symphony are positive in all phases of Phonium-Floren promotion. It is apparent in the commercial that Phonium-Floren is relegated to a causal listing which the reader sees only after a primary presentation of beauty and style. It recurs in the commercial, matinée, radio, and its representatives, maintain in regard to a dealer relationship. The smaller sale, but the one that occurs frequently, and gets the most coverage, is considered to be the ideal.

Dealers are given plenty of sales aids, displays and booklets of information relative to Phonium. Floor display, window display, radio handbook. Mats for newspaper reproduction are made available to the dealer at no cost to him, but the dealer must fill in a requisition for free, and the dealer must make after each sale the service to the newspaper or to the store, as directed. Mats furnished are noteworthy for the large space they occupy—two columns, 10^{1/2} inches, 13^{1/2} inches, four columns, 18^{1/2} inches, six columns, 20^{1/2} inches. An average of 400 dealers requisition the mats each month, and this is an important factor, while the number of used sets is considered as high as 20,000^{1/2} a month.

Each copy release spotlights the way the future may be handled by the Phonium-Floren dealer, the long duration in connection with sterling silver and fine china and the fact that this is possible. "Only in Fashion Flow Hall"

discreet period facts about two hours, during which additional sales points are presented.

The film was produced by the Worcester Film Corp., Worcester, Mass., headed by Floyd A. Randell.

It is a 16 mm. film, 100 feet long, and includes a small capsule case for deeding, sound, portable projection and screen equipment.

One of the persons viewing this film," explains William T. Hurley, Jr., assistant sales manager in charge of advertising and sales promotion, "is to take on plan to retail and their sales organization, and have direct contact with consumers of our products.

The manufacturers are in a position to change all this. The great majority of them are not.

What a great improvement it would be if a public were told about the advantages of better broadcasting and the capabilities of better sets instead of the usual stories of discounts and various trade-in allowances.

Radio is the successor of the phonograph. It is unfortunate that it has not been able to follow the selling technique of its predecessor. Virtually it does not make its place by selling gadgets. It did a magnificent job in advertising, great features and superior entertainment. It kindles people's minds and imaginations to the enjoyment of the finest artists. Eldred Johnson, the creator of Victor, has done a great deal to bring the creative side of comparative endorsement. Radio has more to offer than ever the phonograph had, but its leading minds have lost the creative and the talent of Johnson in market utilization.

Johnson did not prosper alone. Every capable distributor prospered with larger sales records.

The Reed & Barton problem is still in progress, but it is merchandise through relatively few stores. Through the film and its method of presenta-

tion, the high and low ranges are not heard on their sets and that other sound effects are beyond them that will aspire to ownership of better radios.

The radio stations have a self interest in cooperating with the makers of high quality sets to spread these adoption, as have the manufacturers of high quality radios, apparatus and the public service corporations. There is a constructive job that should be jointly undertaken and would be if the industry took the large view of its opportunity to bring the narrowness of one separate and divided interests.

It is no exaggeration to say that many industries in this country cannot be sure they will have a market for their goods five years from now. New processes, new inventions, new radio materials, new fashions, etc., may be adopted almost overnight. The Phonium-Floren set has undoubtedly done more for the growth and maturity of the window shade industry. The demand for paper milk bottles is growing faster than the companies holding the market can supply them. It is beginning to look as though electric razors will cut deeply into the razor blade business. An outstanding example is cut into the sales of electric razors. The shaving industry never has recovered from the day when the majority of children stopped wearing their razors. After each shave, the consumer has developed a fondness for the convenience of canned beer over bottled beer. Think what zippers are doing to the button and the hook and eye industry.

On the street the other day I counted three men out of five walking along bareheaded. Think what an effect this had had on the hat business. The hat business in New York City today has fallen off 90%. In the last ten years the fountain pen and the mechanical pencil have taken their place. And what has happened to the cigar industry—since cigarettes have become so popular?

Look at the people today, they are selling products that are obsolescent, but they

At present the predominant influence is to have a broad price competition and always on the low side. The dealers would rather sell better sets and at stable prices which would leave them a margin to compete for these new sets. Better selling policies of manufacturers produce consumers better pleased with shifting introductions to trade and public through the seasons, including making new sets, new models and price reductions, so that there is a chance opportunity to settle to constructive selling. Hampered and misled by trade from the trade, dealers are forced to demoralize us.

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Consumers Foundation, Inc., "a non-profit association to promote the consumer's interests, with special attention to the needs of low-income families," was incorporated in New York last year by Dr. William T. Johnson, chairman of the organization, and Dr. Karl T. Compton, president of the Massachusetts Institute of Technology. Mrs. Mary E. Cook, chairman of Women's County Federation of Consumers, the Rev. Raymond A. McGowan, National Catholic Welfare Conference, National Catholic War Council, Mrs. Alice L. Sturtevant, D. C. and De Alexander, State Board of Denver, chairman, committee on economic education, National Association of School Superintendents.

It was expected that the board, at its first meeting this month, would elect Dr. Feuer, president, and make final decisions on foundation policies, research projects, personnel and sources of funds. All funds will be available. A National Council of 100 members, to be named by the board, will aid in determining policies and programs.

Members to the council include Dr. Paul H. Douglas, of Chicago, Dr. Ernest Marion Poston, University of Pennsylvania, president and founder of the John Stetson Chair of New York, Dr. Ernest M. Rauh, editor, *National Consumer News*, New York.

The foundation, \$100,000, will be dedicated "first in its economic leadership" to the promotion of the public welfare research a balance of the consumer interest with the labor interest, the farm interest and the business interest. Consumers Foundation, Inc., will appear in the campaign to plan the merchandise and the selling features. Emphasis was placed on the effect of good and bad lighting on eyeglasses. Rates of defective vision, greater incidence of eye diseases, college students and elderly people were cited to indicate necessity of good light for children. Use of light meters was recommended, the difference in intensity was urged.

The campaign was announced to the sales division at a meeting at Central Hudson's Research Center Building, New York, April 10.

Joseph A. Lisson, New York representative of Great Manufacturing Co., New Haven, which supplies the lamps, said the campaign planned the merchandise and the selling features.

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Then at the end of the year, the total sales for that customer are transferred to us. The sales record card record 02 (see illustration C), which shows the name of the customer and represent our complete selling power, customers and prospects, for all ten terms.

This sales record card gives us a complete summary of the situation with every account with which we are in contact. It shows for every prospect or customer what his business is, how he makes use of our products, potential value as reported by our salesmen, competition in either the packing or gasket field, reason therefor, and the amount of our normal sales. On the back of the card we post dates of salesman's calls and other pertinent information.

Then we go to the card by far the most useful sales and follow up record that we have used. Whenever we lose a new prospect from our records, a question is asked to see if we make a record of the information on a form card B, which automatically goes to the salesman in that territory, who makes a request for him to check up the prospect. Form B is then comes back from the sales man, and is transcribed to the master card. The index is set on the master and index is made. If a addressograph plant is used for any particular mailing, list notation of that and the date is made after the MI.

By reference to the keypost card to change all this. The great majority of them are not.

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planned to sell the market that is important to them, and that will show the difference. Then, also, the public service companies, which are always seeking means of increasing the use of their services, will benefit if people used their radios longer and often, which they do if they found the programs more enjoyable.

High-fidelity radios can easily fit into an average market—the 12,000 families using less than 30 kilowatt hours a month—and sold more than 4,000 families buying them.

By giving more premiums, table models and easy payments to these workers' families (many of foreign extraction), Central Hudson not only gains these new customers, but stimulates dealers in their communities to sell higher-priced lamps.

The campaign tied in with the national Better Light—Better Sight program. It was found that the appeal of "better light" for better school work by the children was positive. The campaign will help to insure those children educational advantages which had been denied them.

In thousands of Central Hudson homes today there are more customers than ever before.

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The campaign tied in

EMINENT

WORLD LEADERS have, by their patronage, established The Drake as an address of distinction. Here refined luxury, thoughtful service, and choice location delight the discriminating.

A. S. Kirkeby, Managing Director



The Drake

Lake Shore Drive • CHICAGO

Do Your Salesmen Get Lazy In The Good Old Summer Time?

Sales Management has prepared a series of 13 cartoon mailing pieces, with accompanying letters, for you to use in heading off a sagging sales curve during the dog days of June, July and August. The series, illustrated by Emidio Angelo, cartoonist for The Philadelphia Inquirer, is called "Thirteen Ways to Make Your Own Summer Slump". Each one is a gentle nudge for the man who thinks nobody buys anything when the thermometer gets above 85.

Write for samples and prices.

Address Readers Service Bureau, Sales Management, 420 Lexington Ave., New York City, N. Y.

for one client in a single year in *The American Weekly* (17 pages); and the most extensive farm paper campaign, a full page, back cover, in nearly every farm paper in the United States.

"So far we have never been fearful of the future," Mr. Krasselt told the SM interviewer, "nor have we measured our progress or growth by the results of any one day, or week or year. We have operated on a five-year cycle and if, at the end of any five-year period we have made progress, then that entire span has been considered successful."

Agency Notes

Barton & Gould, New York advertising agency, has been admitted to membership in the American Association of Advertising Agencies.

* * *

Federal Judge Mortimer W. Byers of New York awarded a \$56,420 verdict to Leora Sollows in her "idea" suit against McCann-Erickson (SM, April 20). Miss Sollows claimed \$100,000 damages on the grounds that the agency had used an idea of hers to gain the Axton-Fisher Tobacco Co. (Twenty Grand cigarettes) account and had failed to remit its promised 5%.

* * *

The name of the Providence, R. I., agency of Larcher-Horton Co. has been changed to Horton-Noyes Co. Partners in the firm are Elmer S. Horton, Frederick C. Noyes and Raymond C. R. Noren, all of whom were associated with the former company.

* * *

Among the speakers who addressed the joint meeting of the American Association of Advertising Agencies and the Association of National Advertisers, held in New York's Waldorf-Astoria May 12, were: D. E. Robinson, Federal Advertising Agency; W. B. Taylor, J. M. Mathes, Inc.; and Frank R. Coutant, Pedlar & Ryan.

* * *

Sterling Advertising Agency, New York, is celebrating its 25th year in business.

People

George F. MacGregor, formerly with Young & Rubicam, New York, has joined the executive staff of Ruthrauff & Ryan, same city.

New addition to the staff of Fuller & Smith & Ross, New York, is William Curtis, former production manager of White Lowell Co. and G. Lynn Sumner Co. Mr. Curtis has also been on the staff of United States Advertising Corp. and Cowan & Dengler.

John F. Hunt has joined the Chicago staff of Young & Rubicam as an account executive. For the past four and a half years an account executive with the Chicago office of Maxon, Inc., Mr. Hunt before that time filled similar posts at General Outdoor Advertising Co. and Outdoor Advertising, Inc.

Compton Advertising, Inc., New York, has announced that John K. Strubling, until recently with Rohrbaugh & Gibson Agency, Philadelphia, has joined its staff as account executive on the P & G White Naptha soap account.

Sherman K. Ellis & Co., New York, has named Myron P. Kirk to an executive post in its radio department. Formerly a vice-president and radio director of Ruthrauff & Ryan, New York, Mr. Kirk for the past two years has been vice-president of Famous Artists, Inc., Hollywood.

B. C. Duffy, vice-president of Batten, Barton, Durstine & Osborn, has been named head of the agency's new plan board, formed recently "to coordinate all phases of the agency's service from fact-finding to finished advertisements." Other members of the board include: F. R. Feland, newly elected chairman of the agency's executive committee; William J. O'Donnell, head of the media department; Alex F. Osborn, vice-president in charge of the Buffalo office; Leslie S. Pearl, head of the creative board; Arthur Pryor, Jr., head of the radio department; William M. Strong and Egbert White, vice-presidents.



J. C. Cornelius



B. C. Duffy

John C. Cornelius, vice-president of BBDO and head of the agency's Minneapolis office, has been placed in charge of BBDO western branches. He will remain head of the Minneapolis office but at the same time will have under his supervision the activities of BBDO offices in Chicago and Hollywood.

Following the resignation of A. E. Aveyard as head of the Chicago office, the agency named Robert B. Barton, vice-president, as successor to the post. Mr. Aveyard will be retained by the agency on a part-time basis to serve the Chicago office in an advisory capacity, and John C. Caples, head of BBDO's copy-testing department, will devote most of his time to that office. Jack Smally will continue as manager at Hollywood.

Account Appointments

To: Arthur Kudner, New York, *Collier's* publication of the Crowell Publishing Co. . . . Albert Frank-Guenther Law, Chicago, Fall City Brewing Co., Louisville, Ky. . . . Batten, Barton, Durstine & Osborn, Minneapolis office, Monroe Chemical Co. . . . Charles W. Hoyt Co., New York, Gerber & Co., Inc., to handle the advertising on Swiss Knight Gruyere cheese.

To: Dillingham, Livermore & Durham, New York, National Graphite Co., to handle the advertising for Plus Lube, a new lubricant; Thomson & McKinnon, brokers; and Henderson Development Corp., to handle advertising and promotion on its new low cost housing project near Stamford, Conn.

To: Vanderbie & Rubens, Chicago, Canned Cold Chemical Corp., manufacturers of powder refrigerant. . . . Grey Advertising Agency, New York, Advance Pattern Co. . . . Raymond Levy Organization, Adler Shoes for Men. . . . Brown & Thomas Advertising Corp., New York, Polident, a brushless cleanser for false teeth.

To: Newell-Emmett Co., the air conditioning department of General Electric Co.

From the Editor's Mail Bag

Probing Obscure Corners

The May 1 survey on the individuals which Mr. and Mrs. America associate with big companies is attracting wide attention; the survey drives home a truism which is forgotten all too often—that it isn't the truth, but what the public *thinks* is the truth, which counts. Here are a few of the early letters of comment.

DEAR EDITOR:

Your survey entitled "Do Mr. and Mrs. America Associate Specific People with Big Companies?" is a very colorful demonstration of a public relations technique.

It shows with admirable simplicity how illuminating information about intangible public reactions can be compiled with concrete research.

May I commend SALES MANAGEMENT for the fine journalistic sense with which it has dramatized the routine of probing obscure corners of the public mind?

BERNARD LICHTENBERG, President,
Institute of Public Relations,
New York, N. Y.

DEAR EDITOR:

Your survey of the identification of individuals with corporations is more than interesting. It is provocative and should be arresting to business executives who use radio as an advertising medium. It emphasizes again the great effectiveness of the radio in emotional appeal. At the same time it calls attention to the need for careful study of some of its implications.

More than ever before, business is acutely and prudently alive to the importance of the public opinion attitudes it creates. Whatever the merit of universally identifying a product with an individual entertainer, the survey would seem at least to raise the question of some countervailing effort to establish the identity of a corporation and its management permanently in the public mind.

GLENN GRISWOLD,
Glenn Griswold Associates,
New York, N. Y.

DEAR EDITOR:

Your research, "Do Mr. and Mrs. America Associate Specific People with Big Companies?" should prove to be a valuable contribution to American industrialists, and to America's economic welfare.

The survey brings out facts that prove how much American industry needs to improve its public relations. The continuation of our American way of free, competitive enterprise and of our democratic system, is based to a great extent upon the respect the American public has for American business, the cornerstone of our system. And this respect naturally must be for the men who run business, as well as for business itself.

And yet the most striking figures the survey brings out are that 55 individuals mentioned most frequently in association with the American business are radio, stage, screen and other amusement characters, and only 69 are corporation executives, past or present, and miscellaneous outsiders, such as Mayor Hague and Herbert Hoover. Almost half of New York's public, the cross-section represented in the survey, name paid performers as their first mental associations with American business. Six out of the first seven largest number of

favorable mentions are amusement figures. The American public associates its great industries with the Rudy Valleys, the Amoses and Andys and the Jack Bennys, instead of with the men who are the responsible heads of these corporations.

It is a sad commentary that the greatest industrial democracy in history should be unrepresented before the public by its leaders. Business has not been willing to personify itself to the public of New York and of the country. Yet we all know that business has the leaders, and the techniques to do this. Every institution is but the projection of a man.

This survey offers conclusive evidence that in New York, a major market, public relations is still a major job of American

industry. It offers evidence that industry has not been projected in terms of the men who run it. Public relations experience indicates that industries must project their institutions in terms of themselves as human beings. The American industry and the whole American system may be judged on the basis of its personalities—what they do, what they really stand for—true symbols—not actors, bought by the highest bidder, whose only relationship to business is their profit.

Personification is one of the oldest and one of the most effective methods of gaining acceptance for an idea. American industry cannot leave its personification to its entertainers. American industry must recognize that it cannot buy actors to represent it to the public, if it wants the American system to survive.

EDWARD L. BERNAYS,
New York, N. Y.

Thank You,
American Coal Distributors!

Dear Roland:

Your splendid cooperation made possible the success of our convention, and my work as chairman for our people much easier. Many fine compliments are coming in from our people all over the country who were impressed and surprised at the many facilities offered by the Cavalier.

Very truly yours,
P. F. Kuhlman,
Secretary and Treasurer
AMERICAN COAL DISTRIBUTORS ASS'N
Chicago, Illinois

THE CAVALIER
HOTEL AND BEACH CLUB
ROLAND EATON, MANAGING DIRECTOR
VIRGINIA BEACH, VIRGINIA



Supreme In Chicago
World's Tallest Hotel

OFFERS

You Everything

LEONARD HICKS
Managing Director

MORRISON HOTEL
IN CHICAGO

You're Fodder for New Civil War

(Continued from page 25)

are now as barren as the city lot the day after the circus moves on.

9. "Use" taxes develop in this way: South Carolina placed a 20% "luxury" stamp tax on soft drinks, tobacco products, gun shells, playing cards. Adjoining states had no such tax, and South Carolina consumers began buying those products elsewhere, either in person or by mail. To overcome this loss in taxes the 1938 legislature passed a law compelling all these products to be properly stamped upon coming into South Carolina.

10. Pennsylvania and Michigan embargoed each other's beer last year, but later agreed to a truce. The former state now requires importers of out-of-state beer to pay high license fees.

11. Not all state taxes on the products of other states are unreasonably restrictive. In Illinois, for example, the 2 cents-per-gallon tax on the importation of beer is offset by the same tax on the manufacture of beer in that state.

12. Laws of many states discourage out-of-state manufacturers from setting up branch offices or even maintaining warehouse stocks. In Maryland, for example, a new state tax of 1.5% on income derived within the state does not apply if the "foreign" corporation maintains no regular place of business within the state.

13. But there are other states which "woo" out-of-state business men. Louisiana requires that beverage dealers maintaining a regularly established place of business in the state pay a \$1,000 annual fee, but failure to maintain such a place of business subjects the dealer to a \$20,000 fee. There's hospitality for you!

14. In Colorado, in addition to sales taxes, use taxes and almost innumerable license and inspection taxes, a service tax of 2% is imposed on all services rendered within the state.

15. Massachusetts is relatively free from restrictive taxes on the products of other states, but her people can be, and are, goaded by other states. Several states adopted measures which barred Massachusetts' nursery products; to that Massachusetts retaliated by prohibiting the entry of similar products from those states.

16. In Illinois all state institutions are required to use Illinois coal if the cost is not 10% greater than outside coal. Somewhat similar laws dealing with purchases for state institutions are being enforced in many states, and apply to construction work, printing, agricultural products, etcetera.

17. Massachusetts' paper companies and book publishers are handicapped in doing business in many states where laws require that local products be used in state institutions—yet Massachusetts has a law that all state printing must be done locally.

18. The smallest state in the Union, Rhode Island, has the largest maximum weight limit for trucks, 120,000 pounds, and the largest state, Texas, has the smallest limit, 7,000 pounds.

19. Because of the varying weight limits on trucks, a trucker with an economic payload of 20,000 pounds or more,

and running from Atlanta to Chicago, must run two trucks across Tennessee and Kentucky (in both states the limit is 18,000 pounds) to Louisville, where one big truck then takes over the entire load and proceeds to Chicago.

20. It costs a truck owner \$1,100 to operate between Alabama and South Carolina—even more if a trailer is involved: For a five-ton truck the license costs \$400 in Alabama, \$400 in Georgia, and \$300 in South Carolina. Now please don't say, "So what? I'm not in the trucking business." Any law which increases the cost of doing business, or adds to the difficulty of doing business, automatically ropes you in.

21. A New York owner of a five-ton truck pays \$80 within his own state. He can pass through Connecticut and Massachusetts by reciprocal arrangement, but on reaching New Hampshire he must dig down for \$60. A few miles further on he finds the Maine authorities asking for a license costing \$125, and an excise tax to boot.

22. A trucker in Connecticut may not drive a vehicle whose loaded weight exceeds 40,000 pounds, while the Rhode Island law permits a gross weight of 120,000 pounds. The result is that Connecticut truckers may freely enter Rhode Island, so far as weight limits are concerned, but a large number of Rhode Island trucks are unable to comply with the Connecticut weight limits.

23. Fourteen states have ports of entry laws, with from a handful to as many as 66 "ports" where incoming vehicles are stopped and examined, licensed or taxed. Even the most courteous inspectors perpetrate a hindrance and nuisance to travel and commerce.

24. Salesmen in out-of-state cars are required to take out California plates—especially if carrying heavy samples which necessitate use of car from call to call. Colorado is another state which discourages the so-called art of salesmanship.

25. Canvassers soliciting orders to be delivered directly to consumers in interstate commerce have to some extent been freed from license and surety bond requirements by Federal court decisions. But states and municipalities have often avoided this constitutional difficulty by the use of ordinances declaring that the uninvited visitation of private residences by solicitors, transient vendors and the like constitutes a public nuisance, and is punishable as a misdemeanor. They are known as Green River ordinances, named after the Wyoming town which was the first to pass one.

26. Not only business men but the denizens of Tin Pan Alley are subjected to the desire of the states to add to revenue or stifle out-of-state competition. Kansas passed this Winter a law making it mandatory for the American Society of Composers, Authors and Publishers to file with the Secretary of State and keep up to date a list of all the music on which they control copyrights and collect license fees. The bill required them to pay to the state 2%

of the license fees they collect within the state.

27. Remember your annoyance on European trips because you had to declare, and be taxed on, not only your cigarettes but your matches? Oklahoma makes European visitors feel right at home by having her "ports of entry" inspectors collect a tax from car owners who have cigarettes, beer, or motor fuel.

28. Sears, Roebuck and Montgomery Ward are forced to pay a use tax on direct mail orders coming from residents of certain states where sales taxes are levied.

29. All states having general use taxes require consumers to file periodical returns and pay the tax on purchases which have escaped the sales tax, although some states grant an exemption—such as \$10 monthly in Michigan, and \$20 in Kansas—and others exempt goods not locally available. The first exemption is manifestly a sacrifice of principle for a gain in administrative expediency, since the law remains applicable to large purchasers who are the only ones from whom a profit-paying tax can be collected.

30. If you live in Colorado you break the law if you fail to make a monthly report of all purchases on which state sales taxes are not paid. That must be a great stimulant to free spending!

31. Seven states charge a higher or additional fee for importing into the state than is charged for wholesaling or distributing the local product. In Washington the wine wholesaler's annual fee for domestic wine is \$50, while the importer must pay \$250. Massachusetts lets the distributor of local beverages off with a \$100 annual fee, but soaks the solicitors of out-of-state beverages \$300.

32. California sees to it that her consumers don't have to eat Florida citrus fruit. The state forbids the sale of some two dozen kinds of fruits and vegetables unless they meet the specifications fixed by the state authorities (for the California growers!).

33. The "Buy at Home" campaigns, encouraged in so many localities are helped along by nine states which require the state of origin to be plainly labelled on the container.

34. The Ohio Liquor Control Board is empowered to fix prices so that its gross does not exceed 30% of the sales price—but as to liquor made from Ohio fruits, the profit may not exceed 10%.

35. Several states stimulate local crops by requiring their use in products sold within the state. Minnesota, Iowa, North Dakota and Oregon secure a market for their barley by providing that malt beverages sold in the state must contain 66% barley malt.

36. Local producers are helped by inspection laws, especially of milk, which call for inspection at the source of supply. Connecticut, for example, does not inspect beyond the narrow zones of an established milk shed unless there is a milk shortage or emergency, and this is a finding of fact within the discretion of the milk control board.

37. The power of exclusion through inspection is not limited to dairy products. Livestock and horticultural products are almost entirely controlled, restricted, excluded or destroyed by the importing state through this method.

38. In general it might be said that farmers have been more successful than local business men in getting laws passed which will discourage competition from other states. In Colorado, for example, you can't sell any apples, peaches, pears, cantaloupes, watermelons, cauliflower, green peas, head lettuce, broccoli, potatoes, cabbage and spinach, if they come from outside the state, unless they conform with minimum grades and classifications, and unless they have been duly inspected.

39. Michigan helps its grape farmers by soaking wine produced out of the state 50 cents a gallon, as against only 4 cents for locally produced wine.

40. Then there is the power of exclusion through embargo. Georgia provides that if, in the opinion of the governor, domestic products are sufficient for home demands, he may declare an embargo.

41. Samples of pending legislation include the following: In Illinois H. B. 271 would levy a chain store tax calling for rates ranging from \$5 to \$500 per store; H. B. 66 would tax gasoline in excess of 20 gallons in the tanks of vehicles coming into Illinois; S. B. 145 would prohibit the purchase of commodities for use by public institutions from states which discriminate against Illinois products for use in their own institutions.

Both Minnesota and Wisconsin war with southern produced oleomargarine; they war with each other on milk. Minnesota's H. F. 749, designed to prevent the importation of milk from Northern Wisconsin, has passed the House and is recommended to pass the Senate.

Bibliography and Sources

SM editors would like to thank publicly the 88 subscribers who have recently cooperated by making trade barrier analyses of their states. Space does not permit the publishing of the individual names; they represent more than 40 lines of business.

Reports and pamphlets on the subject may be secured from The Council of State Governments, 1313 East Sixtieth Street, Chicago; several informative releases are available from the Information Section, Marketing Laws Survey, Works Progress Administration, Washington.

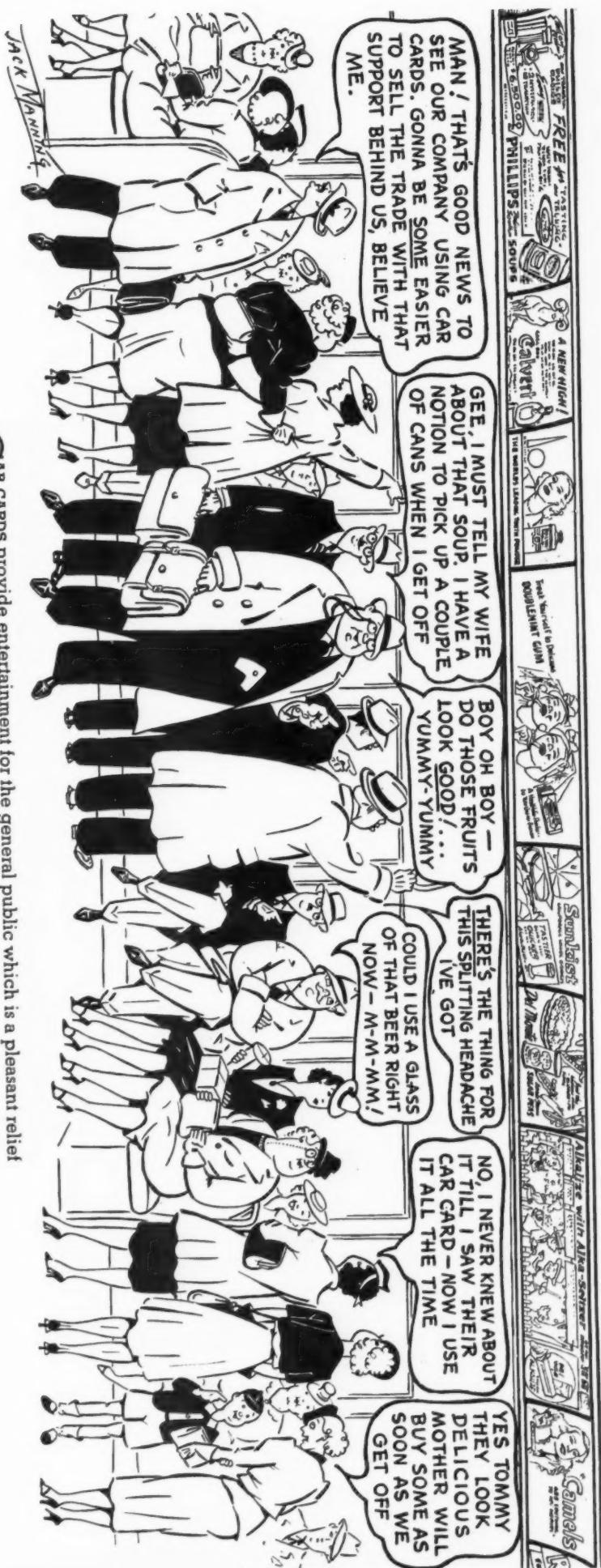
Because we wished to present the whole of Mr. Salisbury's article on trade barriers in one issue, we have been forced to use the space reserved for the regular first-of-the-month department, "Sales Letter Round Table." The Round Table will appear in the June 1 issue of SM.—THE EDITORS

Wrigley Building—CHICAGO

• STREET RAILWAYS ADVERTISING CO., 745 FIFTH AVE., NEW YORK

• Monadnock Bldg.—SAN FRANCISCO

Car cards provide entertainment for the general public which is a pleasant relief from the tedium of travel. Averaging twenty minutes twice-a-day, regular riders often spend four hours a week in the presence of these colorful messages.



**ADVERTISING
PLAYING CARDS**

MANUFACTURED
EXCLUSIVELY FOR
ADVERTISERS BY

BROWN & BIGELOW
Remembrance Advertising

SAIN T PAUL, MINNESOTA

**To Alert . . .
SALESMANAGERS**

When routing through Central New York, remember Hotel Syracuse is long on value, comfort and service. Centrally located. Four attractive restaurants . . . restful accommodations.

Rates from \$3.00 single

**HOTEL
SYRACUSE**
SYRACUSE, N. Y.

SALES CONTESTS

Planning and Merchandising
Sample copy of our Merchandise Prize Catalog and brochure, "Information on Sales Contest Operation," furnished to sales and advertising executives without charge.

SALES CONTESTS, INC.
Talbot Realty Bldg., Dayton, Ohio

YOUR PASSPORT

*to CONVENIENCE
COMFORT
COURTESY*

Kennox
HOTEL
REGISTRATION CARD

IN ST. LOUIS

Over 50% of all rooms \$3.50 or less, single;
\$5.00 or less, double

[82]

Tips



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

Journal Issues 16th Survey of Greater Milwaukee Market

For a number of years, this column has recorded the annual publication of the Milwaukee Journal's "Consumer Analysis, Greater Milwaukee Market." The 1939 edition is now available, sixteenth in the series which each year covers more than 6,000 of the city and suburban area's total 192,000 families. The current edition is based on 6,800 returned questionnaires, or 3.5% coverage of the market. Each year the procedure is to mail questionnaires to selected names, with each section and community accurately balanced, and to receive and check each questionnaire when brought to the Journal office by the housewife.

Principal classifications of products analyzed are beer, grocery products, household appliances, miscellaneous, tobacco products, toiletries, with 83 product groups. Grocery products lead, naturally, in the listing, accounting for 58 of the groups.

Illustrating the procedure followed in reporting results, take bran breakfast foods as an example. A review of the year's sales trends, bringing out a reduction in 1939 to 30.1% of families buying, as compared with 33.9% in 1938, and discussing the several leaders with comments as to their standing for several years, precedes the tabulations which show: Number of brands in use, per year, since 1935; division of all families into users and non-users, same years; average consumption per family (packages) same years; and consumer preference and dealer distribution of leading brands in Greater Milwaukee. This final tabulation lists the Kellogg, Post, Pillsbury brands (six) and one miscellaneous grouping for the five brands accounting for less than 1%, and shows their use by percentage of families and by total number of families over a four year period. It traces sales to independent and chain grocers for the years 1938 and 1939.

The battle of electric vs. safety razors was still going merrily on its way as the edition closed, with safeties out in front by some hundreds of thousands of users, but slowing up; while the Schicks, Packards, and 40 other contenders are speeding up as

PHOTOSTATS COMMERCE PHOTO-PRINT CORPORATION

1 WALL STREET
233 Broadway 56 Pine St.
80 Maiden Lane 33 W. 42nd St.
Digby 4-9135-6-7-8

shown by the 1939 total of 17% users, contrasted with 11.8% users in 1938 and 7.2% users in 1937.

Further illustrations from this 95-page study are obviously impossible to give in limited space. Get the book, if interested either in the Milwaukee market or a comparative study in marketing trends. Requests to Court Conlee, Milwaukee Journal, Milwaukee, Wis.

Home Survey Shows Midwest Farmers Not Price Buyers

A study of brand preferences and buying habits of midwestern farm families in nearly 200 types of products, ranging from breakfast foods to tractor tires, has just been completed by five leading midwest farm papers in cooperation with 4-H clubs and state farm organizations.

The study covers 7,209 farm homes in the eight midwest states which control better than one-third of all the nation's farm income. The project is sponsored by *Wallace's Farmer and Iowa Homestead* in Iowa, *Nebraska Farmer*, *The Prairie Farmer* in Illinois and Indiana, *Wisconsin Agriculturist*, and *The Farmer* in Minnesota and the Dakotas. The results, tabulated by I.B.M., involve a total of 102,397 individual compilations.

Contrary to the common impression, it appears from the survey that midwestern farmers are not price buyers. For example, 63.1% of the farmers buy commercial anti-freeze, compared with 34.7% who buy plain alcohol. Further, the highest priced of all brands of commercial anti-freeze gets 57.2% of the business, the second choice brand getting only 14.1% and the third 4.6%.

Take gasoline, as evidence of the sales value of consistent advertising. Farm cooperatives, with their profit sharing and price appeal, are supposed to be making severe inroads on rural gas and oil buying. This survey shows that 26.6% of the entire midwest farm market for gasoline is controlled by one brand, which has been consistently advertised over a long period of years. The strongest farm cooperative brand gets only 8.6% of the business.

Take commercial shortenings. Here, in the heart of the hog-raising area, where lard is plentiful and cheap, 30.8% of farm families use commercial shortenings, with two advertised brands controlling 69.6% of the market.

In the drug and toilet goods field, upsets in ranking of toothpastes, toothbrushes, rouge, lipsticks and face creams make interesting comparisons with distribution in city and small town markets.

Rural electrification, plus home electric light plants, have brought a market for appliances to nearly 46% of the farm homes in this area. With radios, washing machines and irons well distributed, the market is still wide open for vacuum cleaners, electric toasters and refrigerators.

The survey continues with revelations as to automobile and automobile parts buying habits, the increase in farm building activity, preferences as to insurance, house furnishings, and dozens of other items. In each classification, detailed preferences and present buying habits are shown, by states and totals.

Copies are not available for general distribution, but a request for information on any field or fields will be promptly handled on request to the research department, *Midwest Farm Papers*, 6 North Michigan Ave., Chicago, or 250 Park Ave., New York, N. Y. Refer to *Midwest Farm and Home Inventory*.

SALES MANAGEMENT

PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

ADVERTISING AGENCIES

Sell your product through agents, mail order. Resultful classified and display advertising planned, prepared and placed in all out of town newspapers, magazines at publishers' rates. Advertisements written free. Snappy layout sketch your inch advertisement \$1. Martin Advertising Agency, 171H Madison Ave., New York, N. Y.

EXECUTIVES WANTED

SALARIED POSITIONS. \$2,500 to \$25,000. This thoroughly organized advertising service of 29 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

TO THE MAN OF EXPERIENCE. \$2,400 yearly and up, seeking a new connection, but who wishes to protect, beyond question, his identity and present position, this service, established 1927, offers a plan especially geared to present day conditions. Of equal pertinence is our alternate plan for the man, now unemployed, who wants to locate the quickest market for his services. Send name and address only for particulars. J. T. Jennings, P. O. Box 161, Taylor Place, Short Beach, Connecticut.

EXECUTIVES EARNING \$2400 to \$25,000. Vocational relations counsel of demonstrated ability conducts confidential introductory employment negotiations keyed to the qualifications presented. Leaders of industry, and those of your choosing, contacted in your locality, or elsewhere, through personalized advertising campaign at moderate expense. If you have the initiative to press on towards a higher paying position, this organization may be the medium of achieving your ambition. Write for full information to VOCATIONAL INTERMEDIATES 1428-30 National Bank Building, Detroit, Michigan.

INDUSTRIAL LINES WANTED

PRODUCTIVE SALES REPRESENTATION

Energetic sales producer with ten years experience calling on industrial trade desires to represent reliable manufacturer on commission basis in Chicago territory.

Has good following in industrial field and can assure manufacturer type of representation he is looking for. References furnished as to character and ability. Reply, Box 638 SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

AN EXPERIENCED SALES REPRESENTATIVE of broad background in the industrial field wishes to take over the representation of several Grade-A products, non-competitive, selling to the industrial field. Office in N. Y. City has been established for over 15 years. Thoroughly familiar with Atlantic Seaboard industries, and competent, through seven years residence in Latin America, to develop export outlets. Graduate of Lehigh University. He seeks quality products sponsored by well-established manufacturers and prefers products which sell upon a repeat-business basis. Address Box 641, SALES MANAGEMENT, 420 Lexington Avenue, New York City.

LINES WANTED

THE FOLLOWING SALESMEN AND/OR sales organizations have filed with SALES MANAGEMENT bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Ag-32. Territory: Ia., Wisc., Minn., hdqrs., Minneapolis. Wants machinery or supplies selling to feed, flour & soy bean trades.

LINES WANTED (Continued)

Ag-33. Territory: Eastern & western Canada, hdqrs., Toronto. Wants automotive & hardware supplies.

Ag-34. Territory: Mich., Ind., O., Ill., Ky., hdqrs., Detroit. Wants any specialty selling to builders of moderate-priced homes.

Ag-35. Territory: Baltimore, Philadelphia, Dist. of Columbia, hdqrs., Lansdowne, Pa. Wants drug store item with repeat possibilities, no novelties.

Ag-36. Territory: Pa., N. J., Del., Md., D. of C., Va., hdqrs., Philadelphia. Wants additional line selling to stationery, gift or drug trades.

Ag-37. Territory: Chicago, N. Ill., hdqrs., that city. Wants products selling to industrials. See Box 638.

Ag-38. Territory: New England, hdqrs., Boston. Wants pork products, provisions and canned meats selling to jobbers and retail trades.

Ag-39. Territory: N. Y.-Atlantic Seaboard, hdqrs., New York City. Wants several Grade-A, non-competitive products selling to industrial field. See Box 641.

Ag-40. Territory: New England, New York City and state, N. J.; hdqrs., New York City. Wants products adaptable high school science and English students and teachers.

Ag-41. Territory: New York City and 50 mile radius, hdqrs., New York City. Wants one additional general merchandise line selling through chain and wholesale outlets. See Box 642.

Ag-42. Territory: Denver and West, hdqrs., Denver. Wants oils, automobile accessories, rubber.

Ag-43. Territory: Philadelphia, hdqrs., that city. Wants product of merit appealing to better class buyers. See Box 646.

Ag-44. Territory: New England or Eastern seaboard, hdqrs., Winchester, Mass. Wants any meritorious product.

Ag-45. Territory: Metropolitan N. Y., hdqrs., N. Y. Wants several low-priced, non-competitive, resale specialty products or printing selling to retailers, jobbers.

Ag-46. Territory: Philadelphia trading area and N. J. from Trenton south, hdqrs., Philadelphia. Wants worthy products for beauty shops.

Ag-47. Territory: Tex., La., hdqrs., Houston. Wants such lines as low-price electrical appliances, novelties, decorated metalware, artwork, selling either through jobber or direct to drug-variety-department chain stores.

I CAN SELL AND SERVICE PHILADELPHIA for manufacturer with product of merit appealing better class buyers. Now handling several large accounts for one firm leaving half time for additional work. Lifetime contacts, office one building 20 years and no cobwebs. Address Box 646, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

MR. SALES EXECUTIVE. Statistics indicate over 17% of national wholesale sales volume is in Metropolitan New York. Are you getting it? Educated young man seeks additional line of general merchandise for representation. 7 years sales experience in this market, active contacts in chain and wholesale fields. Now representing large national manufacturer. Box 642, SALES MANAGEMENT, 420 Lexington Avenue, New York.

EXECUTIVE SALESMAN SEEKS ASSOCIATION with manufacturer desiring New England or Eastern Seaboard representation. Box 647, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

POSITIONS WANTED

SALES MANAGERS' ATTENTION: Do you need a young, energetic salesman or assistant? 7 years' actual selling and sales promotion experience in New York and Chicago. Now employed in sales and service work in New England. Mechanically inclined, age 27, single, moderate salary. Will go any place. Box 649, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

IS YOURS A REPUTABLE COMPANY WITH new product or service? Field secretary for college national fraternity, 25, desires chance to show ability in sales, sales promotion, or personnel. Small concern in Chicago area preferred. College graduate, 2 years' experience office sales routine. Address Box 648, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

POSITIONS WANTED (Continued)

WHAT SMALL FIRM WANTS ENERGETIC young sales manager (30, married, 2 years college) who knows what it is all about and how to get results. 10 years' experience in advertising, sales promotion and personal selling. Now N. E. Sales Manager, moderate salary. Will go anywhere. Box 644, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES MANAGER for Manufacturer in National field, will make new connection. Fifteen years service with firm as Draughtsman, Salesman, Branch Manager and in present capacity of General Sales Manager. Familiar with advertising, sales promotion, merchandising through dealers and retail selling. Christian, age 37, married. Do not expect that financial arrangements be based on past performance, willing to rely on own productiveness. Future possibilities the important consideration. Box 645, SALES MANAGEMENT, 420 Lexington Ave., N. Y.

REPRESENTATION WANTED

THE FOLLOWING MANUFACTURERS HAVE filed with SALES MANAGEMENT bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Mr-13. Product: Patented air circulating & cooling units. Territory open: Northern Cal., Ore., Wash., Rocky Mt. states including Denver, Col.

Mr-14. Product: Service baskets and strollers for self-service or wholesale groceries; utility baskets and housewares for department, hardware, sporting goods and drug stores. Territory open: Cal., Fla., Minn., western Pa.

Mr-15. Product: Ladies' hosiery selling to retailers. Territory open: Southern, southwestern & mid-western states.

Mr-16. Product: Heating specialties, high-low-pressure. Territory open: Memphis, New Orleans, Tampa, Kans., Mont., Omaha.

Mr-17. Product: White shoe cleaner. Territory open: National.

Mr-18. Product: Paint & varnish selling to hardware, lumber & auto accessory accounts. Territory open: N. M., western Tex., Idaho, Nev., western Cal.

Mr-19. Product: Beverage cooling equipment. Territory open: Denver & West, S. E. states, including Tex. & Okla.

Mr-21. Product: Coffee brewers. Territory open: S. E. states, including Atlanta, Ga.; Nebr., Ia., Minneapolis, St. Paul.

Mr-22. Product: Grocery specialties. Territory open: Most states north of Ohio and east of the Mississippi.

Mr-23. Product: Artware selling to department stores, etc.; faience tile, to building contractors. Territory open: National.

Mr-24. Product: Building maintenance supplies; pipe joint compound for industrial use. Territory open: National.

Mr-25. Product: Electric motors and machine tool drives. Territory open: New England and eastern trading centers.

Mr-26. Product: Industrial floors; waterproofing. Territory open: National and Canada.

Mr-27. Product: Established marketing company now selling automotive jobber and industrial field. Territory open: National, or New York metropolitan area.

Mr-28. Product: Wire and fibre rope preservative for industrial use; auto and furniture polishes. Territory open: National.

Mr-29. Product: House organ selling to milk dealers or dairies for use by driver-salesmen. Territory open: National.

Mr-30. Product: Wholesale and retail drug item. Territory open: National and Canada.

PRODUCTS: MAINTENANCE PAINTS, ENAMELS, VARNISHES, GLAZING AND CAULKING COMPOUNDS, ROOF COATINGS, CLEANING MATERIALS, DISINFECTANTS, DEODORANTS, FLOOR FINISHES, ETC., FOR INDUSTRIAL PLANTS, INSTITUTIONS, OFFICE BUILDINGS, DEALERS AND JOCKER TRADE. Give complete details in confidence, also territory covered. Box 637, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

COMMENT

BY RAY BILL



THE STATUS OF ADVERTISED BRANDS: Before a May meeting of the Sales Executives Club of New York, the Crowell Publishing Co. announced its new program for helping manufacturers to make advertising more effective through helping consumers to discount the destructive and misleading criticisms of advertising which have become all too common in so-called consumer movement circles. (See story on page 54.) The plan, developed through the advertising agency, Fuller & Smith & Ross, aims through advertising itself to give the public a truer understanding of the economic and social benefits of advertising, as well as a keener responsiveness to advertising.

Usually educational efforts of this sort center around editorial or promotional talking and writing emanating from those who make their direct living in one form or another out of the advertising business. More often than not, the audiences to whom such words are addressed are already substantially convinced as to advertising.

The new program of Crowell represents really "carrying the message to Garcia" in that full-page advertisements will be presented in which leading industrialists tell, in direct interview style, what they think about advertising and what it has done for their respective companies, as well as for the American people. These advertisements will be run exclusively in the Crowell publications which have an aggregate circulation of nearly 10,000,000. Among the business leaders who have already supplied personal messages for this significant campaign are William S. Knudsen, president, General Motors; Clarence Francis, president, General Foods; A. W. Robertson, chairman of Westinghouse; and Sydney McAllister, president, International Harvester.

Whoever among the lay public may have believed that business utilizes advertising purely for fun and in order to boost prices higher will, indeed, be educated. Imagine their faces when they read how Anna Steese Richardson, director of Crowell's Consumer Division, told Mr. Knudsen, "Many women have asked me, 'Doesn't advertising make cars cost more?'" and Mr. Knudsen replied, "on the contrary, advertising is one of the big reasons why cars cost considerably less."

For some years now, many educational institutions, consumer groups and certain consumer research organizations have been fomenting doubts and fears concerning the value of advertising and the merit of advertised products. Undoubtedly the time has come for the people who buy advertising to come out and tell the people who buy their products, not so much why advertising pays the manu-

facturer as why and how advertising benefits the American people. Here's hoping, therefore, that as the proponents of the Crowell program have urged, this same constructive type of educational work will be carried on through many channels and by many people.

THE NEED FOR REVISING TAXES: The tremendous tax load being carried in major part by the successfully operating portion of our national economy naturally brings kick and protests. Nobody likes taxes and the realization of this basic truth causes a failure on the part of many of our legislators to distinguish between the nature of protests and the reasons given therefor. In this latter connection, we quote from a recent address by A. W. Robertson, chairman of Westinghouse:

"The tremendous increase in taxes in recent years has been due almost entirely to meeting the demand of minorities. The foolish schemes which we have tried or listened to are all brain children of minorities. An analysis of most of our proposed changes will disclose that they spring from minority pressure groups who desire some advantage for themselves, which advantage must be paid for by the rest of the world. The minority point of view results in needless demands on government for special privileges which raise governmental expense on all hands but which the particular minority thinks the majority will pay for."

"Practically every group of citizens has been blamed for our discontent and unhappy lot. Bankers, lawyers, public utilities, manufacturers and others. Industry has been blamed for unemployment even though we are now spending 84 cents for wages, out of every dollar applicable to wages, taxes, interest and dividends."

"What the world needs desperately is a research laboratory to which we may submit the social problems which so sorely beset us and find out which are wise and which are foolish."

With all of this we agree. Meanwhile, if Congress is serious in wanting to stem the mad pace of public spending, in seeking to pry out investment capital on a large scale, and thereby substantially to expand the volume of employment, we respectfully suggest that the time has come for deeds not words.

To advance prosperity under the American system, to revive sales efforts all along the line and to enlarge consumption all along the line, there is urgent, immediate need for (1) eliminating the capital gains tax altogether or reducing it to a maximum of 10%; (2) eliminating the excessive taxation on larger incomes and larger estates in order to step up investment activity, and (3) adopting a corporation income credit similar to that which was recently adopted in Canada and which provides a tax credit for re-investing in expansion and modernization.



MADE TO ORDER FOR AMERICA'S BUSINESS FARMER AND HIS WIFE

YOU could call it a *business twainship*...this relationship of Mr. and Mrs. "Heart" Farmer. Whether it's crating eggs or milking cows or grooming prize porkers...whether the question before the house is a new tractor or a new washing machine...they are equal partners. Their interests center on the same thing: the business of farming.

This is their home, their farm, their business. They are all rolled into one! And the farm...their life...all rolled into one! And the heads of the magazine that hopes to reach their heads...and hearts must be rolled into one, too!

There you have the unique quality of *Successful Farming*. It is *made to order* for America's Business Farmer and His Wife...for the farm-families who have made the Upper Mississippi Valley the richest farm region in the world. It talks their language; meets their needs; fits their problems.

That's why it offers not only the most *selective* farm audience in America but the most responsive. That's why we say: Start with the "Heart" ...where farmers mean business.

Meredith Publishing Co., Des Moines, Iowa.



SUCCESSFUL FARMING

LARGEST FARM CIRCULATION *in the WORLD'S RICHEST FARM REGION*

*NEWS and Comment about the World's
Greatest Newspaper and its market.*

From the

Chicago's No. 1 Information Bureau

FIFTY-SIX years ago the Chicago Tribune installed its first telephones. The equipment consisted of two instruments—one for the city editor's desk and one for the counting room.

To handle Tribune phone traffic today requires 614 instruments, three different numbers, and 215 trunk lines connecting with special equipment designed to give readers and advertisers the fastest, most efficient phone service in the world.

Exclusive of business traffic, the Tribune last year received 1,931,334 phone inquiries from readers regarding sports results, the weather, highway conditions, election returns, war scares and countless other topics of public interest.

Fifty-six years ago, with the advent of the Tribune's first telephone, this new form of public service was born. Its growth paralleled the growth of the telephone.

By 1905, increasing numbers of Chicagoans were phoning the Tribune for baseball scores, election returns and other information. As the years passed, this traffic grew until last year nearly two million such calls were handled.

To relieve congestion and to provide faster, more complete service for readers and advertisers, the Tribune last month added two new phone numbers, 30 new incoming trunks and specially designed equipment which makes it possible for a single operator to answer simultaneously as many as 30 individual calls every 20 seconds.

This aggressive action in advancing the interests of its readers is another reason why the Tribune is Chicago's most widely read newspaper and most productive advertising medium.



Main telephone switchboard of the Chicago Tribune through which last year were cleared 1,931,334 requests for information regarding sports results, weather, floods, storms, war scares and other events of public interest. (See Col. 1.)

the effect of a campaign in the Tribune immediately."

In the Garfield Park district of Chicago, where the Haeseler store is located, there are 40,445 families who buy 23,907 copies of the Tribune on weekdays and 19,852 copies on Sunday. This is typical of the influence of Tribune circulation throughout every neighborhood and suburb of Chicago. Mr. Haeseler's comment on the productivity of Tribune advertising reflects the attitude of Chicago druggists as a group.

★ ★ ★



TEN ADVERTISEMENTS—1000 lines each—in black and white in the Chicago Tribune, daily or Sunday, cost only slightly more per family than a penny postcard.

★ ★ ★

TESTIMONIALS . . .

MEN'S SHIRTS "I thought you would be interested to hear of the gratifying response we have had to our recent campaign of four ads which appeared exclusively in the Tribune launching a new line of shirts.

"Since March 9th, when the campaign started, we have had an increase in our shirt sales of 148% over those of the corresponding period a year ago.

"The manufacturers who cooperated with us in the designing of these new shirts were particularly anxious that they be announced in the Tribune because of

"We feel the effect of a campaign in the Chicago Tribune immediately"

—FRANK P. HAESELER
Chicago Druggist



"In this neighborhood it seems that everybody reads the Tribune," says Frank P. Haeseler, Chicago druggist for 36 years. "That's why," he adds, "we feel

When Chicago wants information . . . Switchboard . . . Testimony . . . A druggist speaks . . . Low-cost 10,000-line campaign . . . Essential . . . Basic medium . . . On circulation

TOWER

its local dominance, but they report a surprising interest in the shirts in the shape of inquiries from all over the country."

E. M. BARNHART
President, Capper & Capper, Ltd.

WOMEN'S SHOES "Our organization operates stores in forty-two cities and advertises in sixty-three newspapers. As a consequence we are pretty well able to judge and compare newspaper advertising effectiveness. The Chicago Tribune is one of the most effective newspapers we use in responsiveness and advertising value."

B. DANIEL
Vice-President, Cutler's Fashion Footwear



Showmanship in advertising cannot replace circulation. To present your story to the greatest number of prospects in the Chicago market, tell it in the Chicago Tribune which has majority coverage of the metropolitan Chicago market.

★ ★ ★

BASIC MEDIUM Chicago department stores and specialty shops know that the Tribune is unrivaled as a medium for selling merchandise to women. As a result, department stores and specialty shops last year spent more for women-appeal advertising in the Tribune than in any other three Chicago newspapers combined.

★ ★ ★

CHICAGO TRIBUNE CIRCULATION

Daily in excess of 900,000
Sunday in excess of 1,100,000